

Event	7th Industrial and Organisational Psychology Conference/1st Asia Pacific Congress on Work and Organisational Psychology				
Begins	June 28, 2007	Ends	July 1, 2007	Papers	Ab. IOP/APCWOP 2007
Country	Australia	State	South Australia	City	Adelaide
Category	Science: Psychology	Category 2	Business: Management	Category 3	Society: Work Exhibits Y
Organization					Contact
URL	http://www.iopconference.com.au				
Venue	Adelaide Convention Centre				
Description	<p>For the first time the Industrial and Organisational Psychology Conference will not only explore local workplace issues and developments, it will look beyond to expand the footprint of work and organisational psychology in the Asia Pacific region.</p> <p>The 7th Industrial & Organisational Psychology Conference and 1st Asia Pacific Congress on Work and Organisational Psychology will deliver an outstanding program and bring together prominent researchers and psychologists under the banner of ◆Better Work. Better Organisations. Better World. Through international cooperation in research, education and practice.</p> <p>An inspiring group of internationally acclaimed keynote speakers has been assembled:</p> <ul style="list-style-type: none"> ◆ Professor Arnold Bakker, Institute of Psychology, Erasmus University Rotterdam ◆ Professor Bobby Banerjee, International Graduate School of Business, University of South Australia ◆ Professor Paula Caligiuri, Centre for HR Strategy, Rutgers University ◆ Professor David Chan School of Economics and Social Sciences, Singapore Management University ◆ Professor Belle Rose Ragins, Professor of Human Resource Management, University of Wisconsin - Milwaukee <p>The program will be further enhanced by individual research presentations, symposia, rapid communication posters, practice fora, workshops and how-to sessions. All will explore new and challenging themes relevant to those who teach, work, or study in the field of organisational psychology.</p> <p>Conference host city Adelaide is Australia's festival capital, a place to experience the buzz, culture and convenience of a big city without the frustrations. Situated between the beautiful Adelaide Hills and the long white beaches of the Gulf of St Vincent, Adelaide retains much of the charm and tranquillity of the past while offering all the vigour, multicultural diversity and conveniences of a modern city. Complementing the conference program, social events will provide opportunities to network with new contacts and colleagues.</p> <p>For organisational psychologists, researchers, workplace consultants or those with an interest in business best practice, this is a conference not to be missed.</p>				

The Abstracts of the 7th Industrial and Organisational Psychology Conference (IOP)/ 1st Asia Pacific Congress on Workplace and Organisational Psychology (APCWOP)

25 – 29 September 2007

Adelaide Convention Centre

Abstracts Editor: Maureen Dollard
Associate Professor, University of South Australia

A key aim of the conference was to stimulate cooperative research, education and practice in Work and Organisational Psychology the Asia – Pacific region to bring mutual benefits to society (in this case to organisations, to workers, and to the economy). As anticipated the W&O psychology area is well developed in North America and the UK in particular and increasingly in Europe. Most research in W&O psychology is focused on large urban organisations in developed and western cultures. Yet the worlds' rural population (51.3%) outnumbers the urban population (48.7%), so why not look at rural enterprise. At our own doorstep we have indigenous communities experiencing extreme poverty, unemployment and life expectancy at embarrassingly lower levels than other Australians. Surely there is a role here for work psychologists to work cooperatively with indigenous people/organisations to achieve a better standard of living, and surely we should ponder why in Australia the number of Indigenous work psychologists is miniscule? Given the size and importance of the 'other worlds' it is no longer appropriate not to consider them in the global world of work. The conference set some vexing themes to challenge and engage delegates, to encourage reflection, and inspire action on key issues at a local, national and international level. In addition, mainstream interest areas of work and organisational psychology such as team work, organisational change, gender and work, groups, organisational change, selection & training, leadership, organisational culture, measurement, motivation, work-family balance, and careers were discussed. Diverse and emerging topics particularly relevant to the Asia Pacific region were set down for this conference (e.g. What role can we play in international aid organisations? What role can we play in capacity building enterprise in emerging economies? What is rural work psychology and how can we assist rural enterprise development and service delivery? What are the needs of work psychologists in the Asia Pacific region? What are the potential areas of work/education for the work psychologist?). As I look to the contributions to the conference there does indeed seem to be some progress towards these objectives, yet there is much room for improvement. It would be a major force in the W&O psychology of the world if Australia and the Asia Pacific could work together to build a new kind of knowledge and practice that serves their mutual interests. This conference was a first step in that direction. The crucial nexus between research, education and practice is increasingly recognised by universities and practitioners world wide, and my hope it that the conference provided an important forum for lessons to be translated from one area to the other. The abstracts presented here reflect that objective.

Maureen Dollard

ORGANISING COMMITTEE

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ROI in Management Leadership Program (MLDP)

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Intense competition, rapid growth and change, colliding cultures, technology waves, and more that occurs at unprecedented speeds are the multiple challenges confronting the world economy today. In order to cope with these challenges and requirements, the organisation requires a distinct set of quality manpower. Associates are expected to demonstrate "high performance" skills that allow them to work more efficiently and effectively. This paper draws upon the training evaluation literature and the return-on-investment (ROI) model by Philips about the implementation of the ROI model for measuring the monetary returns of the Management Leadership Program at ATCOM Malaysia. The ROI model consist of 9 main steps which are the evaluation objectives, evaluation plans and collection of baseline data, level 1 – 4 data collection, isolating the effects of training, conversion of data to monetary values, identify the costs of training, ROI calculation and finally identifying intangible benefits. A preliminary study reveals that the MLDP program in ATCOM received high monetary returns and proved that the ROI evaluation model was a suitable tool to measure the ROI of a training program. The case illustrates a true picture of how the Philip's ROI model approach can be applied to a top management program for better upgrading on the skills of employees.

The effect of leader member exchange (LMX) on organisational climate development

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The aim of this study is the investigation of The effect of Leader Member Exchange (LMX) on organisational climate development. It was a quasi experimental survey of multiple pre and post tests for one group. Research sample includes 60 employees who were selected randomly of Sooreh University to participate in this Research through

announcement. They responded to (ODQ) Priziozi (1980) Organisational Diagnosis Questionnaire which assesses seven dimensions of organisational climate (Purpose - Structure- Leadership - Relationship - Rewards- Helpful mechanisms -Attitude toward change) as a pre-test. after 8 months all samples responded to ODQ as a post -test. The management procedure between that time was Leader Member Exchange which refer to the managing style that every member was looked as an individual. It means the leader does not treat to all members the same but he/she treats every body in a special way which is fit. The result indicates that: there was significant difference between pre- test and post test after 8 months In Purpose $P < 0.05$, Leadership $P < 0.01$, Relationship $P < 0.05$, Helpful mechanisms $P < 0.05$ and Attitude toward changes $P < 0.05$; and there was significant difference between women and men pre- test in Relationship $P < 0.05$ Helpful mechanisms $P < 0.01$ and Rewards $P < 0.01$.

Transformational leadership and job satisfaction during organisational change

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This study investigated how aspects of transformational leadership - articulating vision, intellectual stimulation, role modelling, encouraging group identity, collaboration, and individualised consideration - were related to job satisfaction during organisational change. The possible mediating role of collective efficacy was also examined. The instrument used was the Queensland Public Agency Staff Survey, with additional items about leadership within the organisation, and about staff's self-evaluation of their readiness for and performance during the change. The questionnaires were completed by 2549 public servants (1549 females, 998 males, 2 didn't indicate) employed in various government departments undergoing major structural and procedural change. Parallel and Factor analyses revealed that the Leadership items could be represented by two factors: Leadership Involvement (incorporating interpersonal aspects) and Leadership Quality (incorporating strategic aspects). Regression analysis indicated that both of these transformational leadership factors were

positively related to job satisfaction during organisational change, and that these relationships were mediated by the collective efficacy of the staff.

Predictors of cynicism toward change: The relative influence of individual difference factors versus contextual factors

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As organisations continue to experience more and more change, it is important to identify the factors that most impact upon employee attitudes to change. Limited empirical research has examined the relative influence of individual difference variables versus situational variables on employee attitudes toward change. In this paper, the relative influence of five individual difference variables and five contextual variables on employee cynicism about change is explored. The individual difference variables were: positive affectivity, tolerance for ambiguity, self-esteem, self-efficacy, and work locus of control. The contextual variables were: change information, involvement in change, job stressors, job satisfaction and trust in senior management. Questionnaire data were collected from 204 employees of a large metropolitan Fire Service. Results of hierarchical regression analysis showed that, after controlling for gender age, and tenure, positive affectivity, information about change, and trust in senior management influenced cynicism toward change. Collectively the full set of variables accounted for just over fifty percent of the variance in cynicism about organisational change. In general terms, the findings will prove helpful to human resource practitioners interested in designing interventions aimed at understanding and managing employee attitudes toward change.

Examining the role of casual employment in perceptions of career success: The moderating effect of identity and role conflict

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The casualisation of work is a growing phenomenon with indications that one in three workers in Australia will be employed casually by 2010. There has however still been relatively limited empirical research to examine

the effects of casual employment particularly in comparison to permanent employment. Additionally, although much of the theorising about contemporary careers makes connections to the notion of identity, empirical research that has explicitly explored this relationship remains limited. Using a role identity framework, the study aimed to explore differences in perceived career success between casually and permanently employed professionals. In doing so the study sought to investigate the extent to which identity salience and role conflict moderated the relationship between employment status and career success. Data were gathered via a questionnaire from nurses employed at a large public hospital in Victoria (N=657). Having controlled for several demographic characteristics there was a significant 3-way interaction between employment status, identity salience and role conflict in predicting career success. Overall, differences in career success between casual and permanent nurses were most marked at high levels of identity salience and low levels of role conflict. Implications of the results for understanding the effects of casual employment on career success are discussed.

The role of different sources of information during change: A vignette study

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Although uncertainty has been identified as a major consequence of organisational change, there still remains a lack of understanding regarding the sources and processes of communication through which employees address such perceptions. The current study used an experimental vignette methodology to examine the role different sources of communication play in reducing change-related uncertainty, in addition to investigating the moderating role of trust. A 2x2x2 between subjects design was used that manipulated participants' trust in the organisation, in addition to the source and quality of change-related communication. It was predicted that high-quality communication would show a positive relationship with participants' readiness for change, and this relationship would be stronger when such information was presented by an immediate supervisor (compared to senior management). In addition, it was predicted that

perceptions of change-related uncertainty would mediate the relationship between communication and readiness for change. Furthermore, it was anticipated that, regardless of source of communication, the effect of communication on uncertainty would be weaker when trust in the organisation was low. The results of this study will be presented, along with practical implications for managing communication during organisational change.

Job level, age and reactions to testing: Do they moderate the relationship between personality and measured intelligence?

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Inconsistencies in studies of personality-intelligence relationships have been explained by moderator variables and the confounding effects of broadband measures. Using data from 1,250 job applicants, this study explored the moderating effects of job level, age and reactions to testing on personality-intelligence relationships at both the Big Five facet and composite (trait) levels. First, it was hypothesised that younger adults, those in more senior roles and those more comfortable with testing would perform better on measures of abstract, numerical and verbal reasoning. Correlation analysis supported this hypothesis for job level and age, but not reactions to testing. Regression analyses show that facet and composite measures of the Big Five account for significant unique variance in cognitive ability after controlling for job level and age. There is also evidence of the moderating influences of job level and age in the personality-intelligence relationship at both the facet and composite level. The limitations of the study and the implications for cognitive ability testing in the selection context, including fairness and the impact of personality on test taking performance, are discussed.

How to conduct a social network analysis: A tool for empowering teams and work groups

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This 'how to session' will provide a brief overview of the theory of social networks

analysis and its relevance to improving our understanding of organisations and teams (see Baker, 1995 for an introductory discussion: www.humax.net/teams.html).

Practical information will be provided on: a) how to set up a social networks questionnaire, b) how to structure and store the data obtained; c) how to use software to visualise social networks (NetDraw) and obtain information about a team's social network (Excel, SPSS, UCINET); d) how to communicate this information to teams in ways that increase team member awareness of team structure; and e) how to facilitate the use of this information to enact positive changes in team dynamics. The talk is relevant to multiple audiences including: consultants and HR professionals involved in team development, employee opinion surveys, or culture change; individuals who work in teams; or anyone who is interested in understanding organisations using a social networks perspective. First hand experiences in using the methodology will be shared, and some of the challenges involved in using the methodology, such as missing data and confidentiality, will be outlined with practical strategies offered for overcoming them.

Individual differences in performance and the role of strategy shifts

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An experiment was conducted involving 99 adult participants (median age = 23) completing a battery of ability tests (cognitive, perceptual speed and psychomotor) and 54 trials of a keyboard-based text editing task. Analyses were run at both the aggregate and the individual level in order to overcome limitations of a single approach. A power function accounted for 97% of variance in the effect of practice on group level task performance. The circumplex pattern of correlations held for the pattern of inter-trial task performance correlations highlighting the emergent nature of learning and change. Individual differences in strategy use and abilities made large and unique contributions in predicting task performance. Strategy use was logged for every trial and patterns of shift and stability over time were categorised, modelled and related to predictors (i.e., ability and prior knowledge) and outcomes (i.e., task performance). Findings were

used to build on theories of individual differences in strategy shift and task performance. The practical relevance of these findings for training, selection, and job design will be highlighted.

Ethical issues for psychologists working in the law enforcement workplace

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Ethical challenges, dilemmas, responsibilities, allegiances and beneficence are just some of the key concerns for psychologists that are employees of law enforcement agencies, providing services across a gamut of operational areas where psychological input and expertise is required and provided. This covers routine areas such as selection, recruitment and special operational / deployment testing and assessment, support, monitoring, debriefing, reintegration and other more sensitive areas that require psychological service provision. For example, police professional standards and internal investigations (in terms of supporting members and their families across the whole process, as well as providing opinion and statement of fact and managing the question, 'who is the client?'), work suitability and fitness for duty assessments, and management requests for assistance (including the continuum of management and psychologist responsibility). Three cases will be explored, clearly articulating the challenges and how the psychologist involved was able to navigate through the issues with some level of resolution, including organisational, legal and moral components, education of management and advice seeking from professional bodies, registrations boards and commonwealth agencies. The three case studies cover: internal investigations with breach of confidentiality; fitness for duty assessment; and a case combining internal investigations, HR, confidentiality, privacy and ComCare.

Assessing board performance: The case of university councils

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Pressures on universities to comply with the government policy displayed in the statements on 'Protocols on governance in universities' have led to a number of papers that

endeavor to diagnose a means for assessing university council effectiveness. While many of these address how board performance should be assessed, this paper argues that, many fail to address the complexity of the university council environment and others lack a conceptual model that guides the development of appropriate measures. This paper reviews the most significant of these, and puts forward a framework and the results of research that demonstrated its usefulness as a tool for university councils wishing to diagnose problems within their boards and improve their governance.

Emotions and ethical decision-making

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In this presentation, I describe a model that contributes to our understanding of the processes underlying ethical behaviour in organisations by considering of the role of emotions within ethical deliberation. Based on Affective Events Theory, I argue that organisational environments generate ethical events, which in turn produce emotional reactions in the individual. Subsequently, the individual's affect generation and regulation system assists either in producing impulsive ethical or unethical behaviour or, in the cognitive processes that lead to judgment driven ethical or unethical behaviour. Also, this model includes individual differences of emotional intelligence, cognitive moral development and trait affect as moderators between the affective reaction and both the impulsive and considered ethical behaviour. Finally, I present the methodology that will be employed to empirically test this model, which is based on the Day Reconstruction Method (DRM). This method is seen as a respectable alternative to the well-known Experience Sampling Method (ESM), however it does not disrupt normal activities, and provides an assessment of contiguous episodes over a full day, rather than a sampling of moments. A comparison of results between the DRM and the ESM has revealed that the DRM is as successful in recovering respondents' experiences as the ESM.

The role of organisational events and emotions in strategic decision-making

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In this presentation, we describe a recently awarded ARC grant to study the role of emotion in the context of organisational decision-making, with particular emphasis on managers' strategic decision-making. The research is motivated by recent evidence that emotion is integral to high-stakes decision-making. For example, recent research has shown that the political nature of strategic decisions evokes such emotions as frustration, distrust, and loyalty. In this multi-method project, we address two central research questions: (1) What are the specific determinants of the moods and emotions experienced by strategic decision-makers (i.e., CEO's and senior executives)? And (2) How do these affective states influence their strategic decisions? The research is founded in Affective Events Theory, which posits that people's behaviour and performance at work are likely to be affected by the way they feel moment-by-moment. Thus, events that occur, both internally and externally to the organisation, generate emotional reactions in strategic decision-makers that determine their attitudes, decisions and, ultimately, behaviours. A second thread of the research is the nexus between perceptions of organisational justice (i.e., people's perceptions of fairness on the job) and emotions.

Management support: Radiation therapists speak out

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Radiation Therapists (RTs) are allied health professionals responsible for the design and delivery of radiation treatment to patients diagnosed with cancer. Acute shortages of RTs in Australia continues to be a concern, resulting in delays in treatment provision and the likelihood for Australia's ageing population, of a lack of access to radiation therapy services. In a 3 phase study looking at the factors influencing workforce attrition amongst Australian RTs, levels of management support were highlighted in

each of the phases as having the greatest influence on the work environment. Management support as it relates to style of leadership and the fair provision of professional development opportunities, was seen by respondents to be the least satisfying aspect of the job, and a major contributor to workplace stress. Management issues that included lack of appreciation, inflexible work practices and low morale within a work setting were also the major reasons presented by respondents for exiting the profession or moving to another workplace. Given the apparent impact of RT managers on an employee's decision to stay or leave the RT profession or workplace, recommendations and strategies for improving workplace management within the RT profession is seen as a priority.

Effect of applicant over-qualification on employment selection decision

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The phenomenon of over-qualification has become evident in contemporary job markets, but to what extent does the perception of this person-job mismatch influence employment selection decisions? A total of 108 human resources practitioners were sampled to examine their willingness to hire overqualified individuals based on their perceptions of attributes of over-qualified candidates, the extent of applicants' over-qualification in terms of education level, or job experience, and the practitioners' demographics. Results of the study found that, recruiters perceived overqualified applicants as being different from typical, non-overqualified applicants in terms of their job performance, cognitive ability and turnover rates. In addition, practitioners' willingness to hire overqualified individuals was found to be negatively related to these applicants' extent of over-qualification, in terms of level of education and years of experience. Recruiters' demographic characteristics, such as their age, hiring experience, and whether they are hiring for their own department were also found to interact with their willingness to hire overqualified candidates. Directions for future research and implications for human resources practitioners are also discussed.

The relationship between time management and stress in working women of Azzahra University

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In the present Research the Relationship between time management and stress in working women of Azzahra University is studied. The sample comprises of hundred women employees in Azzahra University. Stress and time management questioners were administered to study the relationship between time management, education, job experience, working hours, age, and stress in working women. At the end data gathered were analysed using correlation and multiple regression analysis. Multiple regression analysis step was administered to define to what extent the independent variable can predict stress.. Independent variables are time management, education, job experience, working hours, and age. Stress is the dependent variable. The findings indicate that time management and working hours are the most predictive variance of stress in women employees of Azzahra University and have the highest percentage of stress variance. It is concluded that employees who use time management strategies and those who have less working hours experience less stress.

The Job Demands – Resources Model: A New Approach to Organisational Behaviour

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During the past three decades, many studies have shown that job characteristics can have a profound impact on employee well-being. For example, research has revealed that job *demands* such as a high work pressure and emotional demands may lead to sleeping problems and exhaustion, whereas job *resources* such as social support and performance feedback may instigate a motivational process leading to work engagement. Although these studies have produced a long list of possible antecedents of employee well-being, theoretical progress has been limited. Many studies have either used a laundry-list approach to predict employee well-being, or they have relied on one of two

influential job stress models, namely the demand-control model and the effort-reward imbalance model. In this presentation, I will argue that most research on these two models has been restricted to a given and limited set of predictor variables that may not be relevant for all job positions. The central aim is to give an overview of the alternative *Job Demands-Resources (JD-R) model* (Bakker & Demerouti, 2007), which incorporates many possible working conditions, and focuses on both negative and positive indicators of employee well-being. I will show that the JD-R model can be applied to a wide range of occupations, and can be used to improve employee well-being and performance.

Live and let die: Work, organisations and the death worlds of necrocapitalism

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In this presentation I want to explore some themes that are antithetical to the theme of this conference - 'better work, better organisations, better world'. In my 'anti-thesis' I develop the concept of necrocapitalism, defined as contemporary forms of organisational accumulation that involve dispossession and the subjugation of life to the power of death. I discuss how some contemporary capitalist practices contribute to the subjugation of life in a variety of contexts: the use of privatised military forces in the so-called 'war on terror' and the global organisation of violence, conflicts between governments, multinational corporations and indigenous communities, and the disempowering effects of 'development' in areas of the Third World. I examine how different forms of power – institutional, material, and discursive – operate in the political economy and the violence and dispossession that result. What practices in contemporary capitalism result in the subjugation of life? What social relations are disrupted and destroyed? What roles do necrocapitalist practices play in the organisation and management of global violence? What are the ideological formations of necrocapitalist practices? These are some of the questions I will explore in my presentation.

The impact of organisational support for career development on employee career satisfaction

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This study explored the relationship between organisational support for career development (OSCD) and employee career satisfaction, based on Social Cognitive Career Theory (SCCT) and an integrative model of proactive behaviours. The study proposed that career management behaviours would mediate the relationship between OSCD and career satisfaction and between proactive personality and career satisfaction. Public and private sector employees (N=90) participating in career development activities completed a survey regarding their proactivity, OSCD, career management behaviours and career satisfaction. Consistent with predictions, OSCD, proactive personality and career management behaviours were all positively related to career satisfaction. There was no support, however, for the mediating relationships proposed. This study integrated the predictions of two models (SCCT and a model of proactive behaviours), to test specific predictors of career satisfaction. This approach contributes to a more comprehensive understanding about the relative influence that organisational and individual variables make to career satisfaction. The results suggest that the organisational benefits for supporting their employees' career development may be twofold. Firstly, OSCD is positively related to employee career satisfaction, and secondly, OSCD is negatively related to employees making plans to leave their organisation.

Ethical management of multiple relationships in selection assessment

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Balancing the commercial and ethical requirements and obligations of professional practice represents a challenge for organisational psychologists. In the context of psychological testing for selection purposes, organisational psychologists frequently manage relationships

with multiple clients including employers, candidates and recruiters. These stakeholders can present with varied, and sometimes conflicting, interests and needs. This practice forum will explore common challenges faced by psychologists in managing the different needs and expectations of clients. Participants will be invited to bring for discussion the ethical issues that confront them in managing multiple relationships in their practice. The aim of the forum will be to provide participants with an opportunity to share their experiences and insights, and to work through relevant ethical dilemmas with their fellow psychologists. The kinds of issues to be addressed may include, but are not limited to, expectations of recruiters and candidates about access to written reports, employers' use of reports for purposes other than the selection decision, and multiple relationships with clients through networking and business development activity. The practice forum will be interactive, consisting of a panel discussion and facilitated group exercises, and is expected to be of relevance to all IO practitioners working in selection and recruitment.

Measuring employee engagement and a seven-factor model of work systems in Australia, the USA and China

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The present study tested for stability of a measure of employee engagement and a seven-factor model of work systems across diverse national cultures. Using a sample of 369 USA and 416 Chinese employees, the study explored cross-cultural differences in the factor structure of the Voice Climate Survey - an employee opinion survey developed in Australia that measures employee engagement and a range of other work practices and outcomes. The measure of employee engagement showed acceptable stability across cultures. While demonstrating moderate fit of the data, confirmatory factor analyses revealed that neither the USA nor the Chinese data fit the seven-factor model as well as the original, predominately Australian, sample. As expected, differences between the Chinese and USA data were found, such that the USA data showed better fit than did the Chinese data. These results support the findings of existing cross-cultural research highlighting the cultural similarity

between Australia and the USA, both being individualistic and small power distance cultures. A consideration for the survey includes refining the content for use in organisations based outside of Australia, particularly for less culturally similar countries such as China that are characterised by collectivistic and large power distance cultures.

Comparison between generic job demands and gender related demands in correctional officers

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Correctional officer stress research has predominantly focused on generic work related stressors (e.g. workload) and operational stressors (e.g. exposure to critical incidents). Despite the increasing participation by women in male dominated occupations, research has demonstrated that female employees report higher levels of discrimination and harassment in comparison to their male colleagues, which is experienced as an additional gender related source of stress. Recently, investigations of gender within the workplace have moved beyond testing for significant gender differences in workplace variables (that tend to produce inconsistent results) to examining perceptions of the gendered culture of the workplace. In this research, generic work-related demands and resources were compared with workplace 'gender culture' variables in the prediction of job satisfaction and turnover intentions in a sample of 359 correctional officers. Results for the generic work-related variables indicated that low demands and high resources predicted higher levels of job satisfaction and lower levels of turnover intentions. However, participants who indicated that they felt included in informal social networks, had a mentor or role model at work, and perceived equity between genders within the workplace, experienced the highest levels of satisfaction and the lowest levels of turnover intentions.

Monitoring levels of demands, resources, engagement, and burnout in correctional employees

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An often-cited limitation of occupational health research is the dearth of longitudinal

studies investigating the underlying processes producing strain and burnout. In the current research, the stability of demands, resources, burnout, and engagement were measured on two occasions in one year, with a lag time of six months. Surveys were posted to all employees within a State corrections department; 804 completed surveys were returned in Time 1 and 746 surveys completed surveys were returned in Time 2. A total of 235 participants met both criteria for inclusion in this study: the completion of both surveys in Time 1 and Time 2 and daily contact with offenders. Comparisons between Time 1 and Time 2 indicated that the majority of the measures were stable across time. However, levels of supervisor support and colleague support were significantly lower in Time 2 and reported demands and work-related burnout were significantly higher in Time 2. Control and demands were stable predictors of work-related, client-related, and personal burnout over time. Vigour and absorption, two key indicators of an employee's engagement with their job, were also stable predictors of work-related and personal burnout. Implications for the prevention of burnout within the workplace are discussed.

Spirituality and work motivation

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In this research the relationship between Spirituality and religiosity and the effect of both on the dimensions of work motivation (e.g. competence, autonomy, learning goal orientation, and performance goal orientation) among service sector managers in India was investigated. The survey included 150 managers drawn from service sector organisations like banking, insurance, and transport sectors. They were administered a questionnaire containing measures of spirituality, competence, autonomy, learning goal and performance orientation. Apart from this demographic information on age, salary level, level in the organisation, and years of work experience were also collected from the participants. The results clearly suggested that spirituality is a good predictor of dimensions of intrinsic motivation and goal orientation. The findings are in line with the findings of earlier studies on workplace spirituality. The findings have implications for higher creativity and growth of managers and organisations as a whole.

Applicant reactions to cognitive ability testing: organisational justice theory applied to the online environment

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The purpose of the present study was to investigate applicant reactions to online cognitive ability testing and the effects of these reactions on job-related intentions. 465 job applicants of varying sex and ethnic background participated. As part of an actual job application process, these applicants were requested to complete an online test of cognitive ability. Applicants were then naturally assigned to either a pre-feedback or post-feedback condition, and invited to complete a brief online questionnaire. Results demonstrated procedural justice perceptions significantly influenced important applicant intentions, and remained significant when controlling for relevant demographic variables. Applicants in the post-feedback condition were also found to display more favourable perceptions and intentions compared to those participating in the pre-feedback condition. These findings further emphasise the importance of procedural justice perceptions to applicant reactions and contribute to previous research by demonstrating this in an applied, online setting. Implications of these results are offered from a theoretical and practical perspective, while limitations of the study and recommendations for subsequent research are also discussed.

Systematising people development - Is learning accidental, opportunistic or can it really be managed?

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Organisations are increasingly investing in formalising and systematising people development. The global consultancy and executive education industries appear to be capitalising on this trend with a plethora of 'solutions' and 'interventions'. However is this approach value adding? Is it any better than leaving development in the hands of the individual? This practical session will explore whether it is possible to proactively develop and

manage a system for people development that delivers results both in terms of individual development and organisational performance. The session will explore options for developing such a system, including a discussion of practical pitfalls. The issue of applying adult learning principles in an historically pedagogic context (e.g. technical development) will be addressed. The session will also explore whether the alternative, accidental or opportunistic model of leaving people development to chance and/or individual initiative alone can deliver more than the systematic approach. In closing, the session will seek to reconcile these two, ostensibly opposite approaches to understand if their might be a positive, middle ground.

Contributing to better work, better organisations, and a better world through the reduction of antisocial and counterproductive behaviours in the workplace

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Workplace bullying is a phenomenon that negatively impacts organisations. Not only are there financial consequences such as the costs involved with employee turnover and grievance claims, but there is also an immense impact on individuals affected. Over the past decades interventions have been proposed to reduce the occurrence and impact of workplace bullying on targets and others within organisations. However, due to a lack of empirical research into this area relatively little is known about the success of these interventions. This presentation will provide an overview of a research project currently being constructed to determine the impact of a specifically designed training intervention on antisocial and counterproductive workplace behaviours. In particular, the training program will include emotional intelligence skills and abilities. We propose that increasing an individual's awareness, facilitation, understanding and management of own and others' emotions may assist the targets of bullying behaviours, and educate the perpetrators of bullying to be more aware of the causes and the consequences of their actions. Thus contributing to Better Work, Better Organisations, and a Better World. The research project will employ a pre-test post-test experimental research design to determine the

impact of this training on individuals and work teams within organisations.

How to evaluate change using a qualitative, participatory approach

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In a complex environment, it is an on-going challenge to evaluate change programs. Typically, performance metrics and surveys are used to track pre-defined behavioural changes and to monitor improvement in areas formerly seen as poor. However, anecdotally, this does not always provide the full picture. Is there a way to further capture both how participants view the impact and outcomes of a program as well as what they and their organisation value? This session introduces the Most Significant Change (MSC) technique, developed originally for use in social change programs, especially in NGO development projects. Based on stories and focusing on successes, MSC is effective in evaluation not only for the quality of data collected, but also for the positive effect and energy created by the participatory process. Implementation steps will be discussed: from set up to story collection to analysis and story selection to feedback, secondary analysis and program revision. Examples will be provided.

Who's job?: Addressing alcohol and other drugs issues in the workplace

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The workplace is a prime area for intervention for problematic alcohol and other drugs (AOD) use, but is generally neglected by health professionals and employee assistance providers. One-third of the Australian workforce regularly drinks alcohol at risky levels. Around 15% of Australians report using illicit drugs. There is evidence that particular occupations are more likely than others to engage in harmful alcohol and other drugs use. AOD use poses considerable problems for workplaces. For every 16 workers, one is at work under the influence of alcohol. Young male apprentices report using cannabis during work. Workplace culture shapes how we drink, setting rules and norms about how much and how frequently we use AOD, and workplace

culture defines problematic and non-problematic use. AOD problems aren't just the cause of accidents and lost productivity, they are also the result of job design and working environment inadequacies. The type of work and the nature of our work environment has a significant impact on well-being and on our choices about AOD. This paper argues that health professionals and employee assistance providers neglect of AOD use in the workplace is a serious gap in practice. Addressing AOD use in the workplace must be recognised as 'core business'.

The truth about alcohol and other drugs, without Google: A review of the evidence on workplace alcohol and other drugs issues

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The evidence-base in relation to alcohol and other drugs (AOD) use and effects is rapidly expanding, and even experienced practitioners are finding it difficult to keep abreast of current literature and 'best practice'. A considerable amount of values-based misinformation exists on the topic, and there is an apparent pervasiveness of "Googlised" policy and program development. This presentation will provide delegates with a synopsis of the most recent scientific literature on key AOD issues, with a particular emphasis on its impact on the workplace. The latest evidence will be presented on a range of important issues including: cannabis use and mental health – does cannabis make you mad, sad, or bad? Workplace safety issues associated with methamphetamine and 'party drug' use – is there a problem with 'weekend' users? Workplace drug testing – what are the effects? Is it really a problem – who uses alcohol and other drugs anyway? The presentation will conclude with tips and references for delegates wishing to access further up-to-date, accurate and reliable information about AOD use, effects and workplace issues.

An exploratory survey of the sources and symptoms of stress in a sample of International School Teachers in four Countries

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Research worldwide suggests teaching is a stressful occupation. Findings indicate that stressful school environments can have adverse consequences on teachers' health, student learning outcomes, and organisational productivity. Over half of teachers surveyed indicate they will exit the profession within the next five-year period, whilst the numbers entering teacher education programmes is rapidly declining, failing to meet this rate of attrition. Whilst such samples are drawn from national surveys, with some instances of comparisons between different national groups, this study investigated the sources of stress and stress symptoms reported by a sample of International School Teachers (N = 396) in four countries. Whilst some statistically significant differences occurred on teacher variables in identifying sources and symptoms of stress, results demonstrated that responses within and across teacher variables were quite similar. Some differences in the reports between schools suggest that a school's structure and cultural context have a significant effect on teachers' stressful appraisals. Patterns identified in previous research into 'state-run' institutions also exist within an international school context, however contrary to previous national surveys, Pupil Behaviour was reported as the lowest source of stress.

Re-evaluating our conception of well-being in an organisational setting

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Employee well-being is generally reflected by assessments of mental health, work satisfaction and level of affect, reflecting a Hedonistic approach to understanding Subjective Well-Being (SWB). In contrast, developing from their own gerontological research, Ryff and Keyes (1995) proposed a Eudaimonic model of Psychological Well-Being (PWB) consisting of 6 dimensions: autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance. Whilst SWB

focuses on subjective assessment of affect and satisfaction, PWB considers the patterns of healthy living that are associated with measures of healthy human functioning. There are serious limitations to using SWB models alone in assessing well-being given the role of hereditary in pre-determining levels of affect, the degree of affect reactivity, and the difficulty in promoting long-term stable change in affect level. Conversely, PWB has been demonstrated to be a stable construct that appears to reduce affective reactivity. Drawing from a study of school teachers, a Factor Analysis of Ryff's 6-factor structure of PWB scale will be reported. Further Factor Analysis will indicate the relationship and the degree of overlap between these models.

Managers and mental health promotion: An investigation into factors associated with managers' attitudes to mental health promotion in the workplace

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It has been noted that managers have been slow to recognise the importance of promoting mental health within the workplace. Managers' attitudes are obviously important in determining whether mental health promotion interventions are implemented. The present research investigated managers' attitudes to mental health promotion in the workplace using a questionnaire study of 297 managers and 20 semi-structured interviews. The results suggested that personality, beliefs about mental health and number of staff managed were all factors associated with managers' attitudes to mental health promotion in the workplace. The interviews demonstrated that managers generally accepted that the workplace provides an opportunity for mental health promotion and recognised that the organisation and managers both had a role to play in mental health promotion. Important issues raised by managers that illustrate these findings are discussed.

Developing Global Business Leaders

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Global business leaders are executives, managers, and individual contributors from

all organisational levels who have jobs with international scope and responsibilities. The more international responsibilities leaders have, the more they will need to manage complexity, tolerate ambiguity, form relationships with people across borders, and operate with cultural sensitivity and goal-oriented tenacity. Research has found that certain personal characteristics and early life intercultural experiences are often present in those who are effective in global leadership activities -- yet selection for these unique characteristics is rarely used to select high potential leadership talent entering global firms. As most firms today consider global leadership development to be critical for winning their future, organisational psychologists are being asked to develop effective methods to select, train, and develop future leaders' global competencies. This workshop will discuss the most effective methods available to firms for developing intercultural competence and international business acumen in future business leaders. The skills and abilities of successful global leaders will be discussed along with the best practices for selection, training, and development.

Psychological testing for selection purposes: Evidence-based practice

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In this review, evidence on the use of psychological testing for selection purposes is examined. Specifically, the focus of this presentation is evidence that can be applied to ensure that psychological tests (ability and personality tests) are used in a way that ensures their effectiveness is maximised. A review of the extant literature identified five broad issues that relate to the use of psychological tests for selection purposes. These are: (1) how constructs for a particular job should be identified for selection purposes, (2) how test scores should be reported to a manager, (3) whether test information should be previewed prior to the interview, (4) how psychological test scores and interview data should be combined, and, (5) whether a hiring recommendation should be given by the provider of candidate psychological test scores. The evidence on each of these issues is summarised and recommendations are made about effective practice.

Closing the gap between practitioners and scientists: A discussion about recruitment and selection issues

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The aim of this forum is to discuss differences between practitioners and academics and to discuss strategies that would facilitate a stronger relationship between the two. All members of the panel work in the area of recruitment and selection. Of the four practitioners, two are also active researchers; conversely, both of the academics have undertaken consulting work, and are also considered international experts on selection. Panel members will prepare their responses to a series of questions on current issues in recruitment and selection and outline their views during the symposium. Members of the audience will be invited to share their views. The main focus of the symposium will be to encourage interaction between practitioners and academics. A similar symposium was held at the last National I/O conference and was very popular.

The discrepancy between HR research and practice: A comparison of I/O psychologists and HR practitioner's beliefs

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There is a large and growing body of research that human resource (HR) practices impact individual performance, organisational productivity and firm organisational performance. However, academic findings about effective HR practices have not readily been adopted by practitioners. A variety of theoretical and practical explanations have been advanced about the research - practice gap, including a number in this journal. In the current study we examined the hypothesis that the research - practice gap is due to a lack of knowledge. The sample consisted of 102 I/O psychologists and 89 HR practitioners. We found that overall I/O psychologists were better informed about HR research than HR practitioners; in particular,

they were more knowledge about Management Practices and Recruitment and Selection. In both groups, of the five content areas examined - Management Practices, General Employment Practices, Training and Development, Recruitment and Selection and Compensation and Benefits -the greatest gaps were in Recruitment and Selection.

Toxic bosses: Who are they and what can we do about them?

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From neuroticism to narcissism; from paranoid to schizoid, this presentation reviews current theories of toxic bosses and dysfunctional leadership. In particular, Hogan's theory of dark side personality traits, and recent attempts to recast DSM-IV Axis II personality disorders in terms of the Big Five have given scientific credence to the popular notion of the toxic boss. The presentation will consider how we can recognise snakes in suits and the ways those who slip through the net can impact an organisation. Empirical evidence linking toxic leadership to organisational performance will be reviewed.

If you want to be a good leader, how you think is important

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School principals are more effective if they have a transformational leadership style. According to the Cognitive-experiential Self-theory (CEST), all behaviour is guided by two parallel and bi-directionally-interactive information-processing systems: a rational and an experiential system. We explored the implication of CEST in two studies. Study 1 examined the relationship between the rational and experiential information-processing systems with transformational and transactional leadership. The rational system was found to have a strong positive correlated with transformational leadership. A weak positive correlation was found between the experiential system and transformational leadership. No correlation was found with transactional leadership. The rational system had a significant negative correlation with laissez-faire leadership. Study 2 examined the constructive thinking, a derivative of the

experiential system, with transformational leadership. Results indicated that global constructive thinking, emotional coping, and behavioural coping, had a strong positive correlated with transformational leadership. These results suggest that training to improve principals' awareness of information-processing systems may help them use more productive transformational leadership techniques.

Another perspective on the talent challenge: Motivational forces for leaving the public sector

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Inspired by Maertz and Griffeth's (2004) Turnover framework, eight motivational forces for turnover (affective, calculative, contractual, behavioural, alternative, normative, moral and constituent) and work expectations will be longitudinally tracked in a public sector setting over a four year period. A series of studies will focus on the relationships between the motivational forces, work expectations and trust and explore how they change over time, as well as how they apply in a public sector agency in the construction industry. This paper will present the results for the first study, as well as the context for the study as a whole, the expected progression of the overall research effort over the next four years and the implications for organisational strategy. Practical outcomes for managers on the ground will also be explored as well as a number of other supporting research programs that will follow the end-to-end employment process and their ability to predict actual turnover figures.

Advancement of international research in work and organisational psychology in the Asia-Pacific Region: Conceptual and methodological issues

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With increased globalisation, there is an increased proliferation of international research in work and organisational psychology in the Asia-Pacific region. However, understanding conceptual and methodological issues in cross-cultural research are critical and must take priority over the rush to embrace international studies and the associated findings.

Clearly, we need a *valid* research database in international work and organisational psychology if we hope to provide an evidentiary basis for recommendations and practices that are scientifically defensible. In the last two decades, there have been significant conceptual and methodological advances in cross-cultural research. Unfortunately, it is not evident that these advances are readily translated into implementation of international research in work and organisational psychology. A major obstacle is the lack of non-technical introductions that serve as effective interface between the technical writings in the methodological literature and researchers conducting international studies who may not be methodological or quantitative experts. This keynote address attempts to partly fill this gap by providing an interface as such. Various advanced conceptual and methodological issues in cross-cultural research will be presented in a non-technical way to provide a point of departure for the advancement of rigorous research in work and organisational psychology, particularly in the Asia-Pacific region.

Upstream community factors as predictors of job demands, work stress and morale in police officers: An analysis using the Job Demands Resources model

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Expanding the Job Demands-Resources model of job stress this study included upstream pressures on the organisational system known to be basic drivers for police activities (e.g. percentage of unemployed and low income persons etc.). We used multilevel analyses to explore the associations between community predictors (population demographics collected by the ABS in 2001) and perceived demands, resources, distress and organisational outcomes including engagement measured in 2004. In a sample of Australian Police officers significant relationships were found between various community factors, and outcome variables including workplace morale, efficacy, psychological health and burnout. In addition, local demands mediated the relationship between upstream factors and burnout and psychological distress. The implications of these findings is that an understanding of the context of the

organisation e.g. the population demographics, may provide researchers and planners with valuable cues as to the type and level of local resources necessary to counter the impact of upstream community factors.

A social identity approach to workplace bullying and co-worker cohesion among nurses

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Research investigating workplace bullying has tended to focus on organisational and individual factors, despite evidence that intergroup and group processes may also be important. For example, bullying is imbedded in nursing culture, with (predominantly female) nurses bullied by (often male) higher status professionals, and themselves bullying lower levels of their own profession. This study therefore takes a group and intergroup perspective on workplace bullying, that of social identity theory (SIT). According to SIT, as a result of self-categorisation and ingroup identification, nurses should feel cohesive towards other ingroup members, and studies support this. However, with cohesion should come adherence to ingroup norms, which here include bullying by and of other ingroup members, behaviour which appears antithetical to group cohesion. Are nurses differentiating between different subgroups of the nursing group in relation to cohesion, identification, and bullying behaviour? In order to explore this question, nursing staff at a major private hospital completed the Negative Acts Questionnaire (which measures workplace bullying); the Cohesion Amongst Nurses scale; measures of identification with nurses at that hospital, nurses at their own level in the hospital, and nurses in their own ward; and demographic measures. Relationships between these variables will be presented.

Peer support as a necessary augmentation to psychology in the law enforcement workplace

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Police work is one of the most stressful occupations a person can undertake. The inability to cope effectively with stressful events can result in many undesirable psychological

outcomes for individuals, such as depression, burn out, alcohol abuse, and suicide. Police officers experiencing these things often seek help from peers, and in every department, a few individuals who prove adept at helping others are turned to repeatedly. Anecdotal evidence tells us that police officers will be more willing to trust and confide in a fellow officer and will use a Peer Support officer as an initial sounding board to ventilate and explore problems, if they feel safe, if they are not being judged and if what they say will be kept confidential. Law enforcement agencies attempt to capitalise on this natural phenomenon by establishing Peer Support programs. This paper will examine the initial need for a peer support program within the Australian Federal Police reviewing existing programs in other law enforcement agencies, their usage and effectiveness. The model presented also has a large peer support officer selection and training component which will be discussed.

Beware the text – its role in workplace bullying

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The commonly recommended strategies to manage workplace bullying through policies, procedures, training, contact persons, etc are widely implemented in the Australian public sector yet surveys find workplace bullying to be rife. This paper draws on the author's doctoral research which is utilising critical discourse analysis and institutional ethnography to make visible how the dominant textural discourse around workplace bullying is serving to legitimise the very practices it presumes to address. Contrasts are drawn between typical procedural calls for documentation of behaviour, time, date, location, witnesses, etc with the findings of researchers who have used metaphor to explore how workplace bullying 'feels' to the target, for example identification with water torture and the associated feelings of a painful decent into insanity. The research described shows how taken for granted assumptions and 'common sense' embedded in popular bullying texts serve to replicate unequal power, institutionalising, rationalising and normalising behaviours which are themselves bullying. Through making visible how the power mechanism/s operate within texts

it is hoped that organisational psychologists can use their skills more effectively and, importantly, seek to change the ineffective paradigm of the currently dominant discourse.

Assessing behavioural integrity amongst employees and leaders in organisational settings

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Integrity within organisations is fundamentally important, potentially affecting a whole host of organisational behaviours and outcomes. In previous research, the authors have presented a multifaceted model of behavioural integrity as it applies to organisational settings, drawing on philosophy, positive psychology and business research. This paper describes the development of two integrity measurement tools designed for use in conjunction with that model. The first tool is designed to measure the employees' perception of their own behavioural integrity (Integrity Self), while the second measure focuses on subordinate perceptions of leader or manager integrity (Integrity Manager). The two measures were administered to employees of a state-wide organisation operating in regional, rural and remote areas in various work environments. Subsequent confirmatory factor analysis confirms the structural properties of the multifaceted model. For both the Integrity Self and Integrity Manager model, the four-factor solution proposed by our model provided the best fit for the data. Evidence is provided for the convergent and discriminant validity of the proposed measures. Both Integrity Self and Integrity Manager show positive significant correlations with a range of individual-level and organisational-level factors, highlighting the potential for management interventions designed to promote behavioural integrity within an organisation.

How to design, develop, deliver and evaluate a corporate based senior leadership development program

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In January 2005, Ericsson Australia Pty Ltd requested a senior leadership development program that had to deliver: a community of

competent 'team' leaders; significantly enhanced leader/manager behaviour and performance capability that leads to improved employee and customer satisfaction levels; alignment of understanding of the links between strategy formulation, execution, review and the Ericsson vision & values; and broad business knowledge base that translates to "Commercial Reality" and success for Ericsson. Based on an Action Learning Framework a leadership development intervention was designed aimed at transitioning managers to leaders with the added benefit of building stronger relationships and connections across the business. It was important that the leadership program focused on both developing the new leadership capabilities that relate to leading and managing people, and also developing those capabilities that lie at the heart of a significant strategic shift within the business. The program design, based on Bass and Avolio's Leadership model, focused on enhancing management and leadership practice by working on Ericsson 'mission critical' projects. Participants learnt a range of skills (*leadership practices*) during the delivery of a modular program, which were then 'applied' in the workplace. The "How to" session describes, step by step, the design, development, delivery and evaluation technologies employed to successfully deliver tangible results for Ericsson.

Comparing four measures of organisational socialisation: Theoretical and practical considerations

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Organisational socialisation is best understood as a learning process, with new employees becoming competent through gaining an understanding of their role, colleagues and team, and the broader organisational environment. Research has shown that the post-entry adjustment period can be more important in predicting long-term outcomes than selection effects, yet organisational socialisation remains a relatively neglected topic. To help redress this, we investigated the four questionnaire measures of newcomer learning which have been developed to date. Each of these is based on a slightly different newcomer learning model, ranging from three to six dimensions. The present study assessed the psychometric properties of these four measures

using two separate samples, one being a quasi-random sample of employed individuals, and the other using a mixture of new and experienced employees at a large corporation. While all four measures showed acceptable validities and reliabilities across the two samples, there were some differences. Based on these, suggestions are made as to which measures are more suited for different purposes, including the assessment of newcomer progress, prediction of longer-term outcomes (e.g., job satisfaction), and development of newcomer orientation programmes.

Smears, tears, and tantrums: Predictors of wellbeing among early childhood education employees

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One employment sector in New Zealand (NZ) that is undergoing significant change is Early Childhood Education (ECE). Recent NZ legislation requires ECE staff to re-skill, ECE centres to take more children, and management to look after the health of employees. These pressures aside, ECE is a stressful environment for staff, requiring significant physical and emotional labour, and - at times - an unpleasant physical and psychological environment. The current study was designed to investigate factors affecting the wellbeing of ECE staff. Given the expected shortage of staff, the focus was on the job and work environment as these may be directly influenced by ECE management in order to improve wellbeing (measured by job satisfaction, emotional wellbeing, and psychological distress). In addition, coping strategies were investigated as a mediating variable. Survey data was collected from 353 staff at 62 ECE centres across Auckland. The data show moderately high levels of wellbeing. The specific job characteristics and work environment factors that predicted wellbeing differed across the three outcomes. Approach coping mediated some of these relationships. The results are discussed from a practical perspective, looking at the implications for the ECE sector, and for jobs with high levels of emotional labour more broadly.

Re-conceptualising employee work engagement

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The concept of work engagement has excited considerable interest over recent years, having been linked with both employee psychological well-being and organisational performance. A closer examination of the literature reveals that work engagement has been conceptualised, and operationalised, quite differently by different researchers. For example, one major strand of research defines engagement as a highly transient psychological state, characterised by feelings of meaningfulness, psychological safety and the availability of cognitive, emotional and physical resources. Another major research stream views engagement as a pervasive and persistent affective-cognitive state, and measures it in terms of feelings of vigour, dedication and absorption. In this paper, we argue for an integrated and expanded definition of employee work engagement. We further propose that 'engagement climates' may develop at the level of the work group, affecting work unit performance. Findings from a study of employees from 120 branches of a retail bank are presented in support of this proposition.

The impact of risk-taking orientation on workplace effectiveness and safety: A case study

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Most existing literature concerning risk-taking has focused extensively on identifying the situational, personality and cognitive factors that increase people's propensity for activities that potentially lead to significant potential harm to themselves and others. Risk-taking is usually seen as a maladaptive or negative response to psychological, physiological, or situational needs where a more careful and measured response might be appropriate. However, not all risk-taking is maladaptive. In many areas of business, organisational decision-making and sports pursuits, there may be circumstances where risk-taking is necessary to produce a material return or benefit. In such

situations, risk-taking may instead be a desirable, calculated behaviour when managed within certain boundaries, and may be essential for innovation and entrepreneurial success. The case study collected data from 10 people in each of 10 occupational settings, using a semi-structured interview and administration of selected scales including a personality scale, a core self evaluation scale and a response to uncertainty scale, to explore the determinants and correlates of risk taking decisions. Preliminary data are presented from this case study towards the development of a model of risk perception integrating desirable and dangerous risk behaviour.

The families of Australian volunteer firefighters: An agency perspective on conflicts between volunteer and family roles

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Research on the work-family interface has documented conflicts between paid employment and family roles, including those of career firefighters. However, Australia's volunteer firefighters have been largely overlooked in this respect. This is despite volunteer firefighters committing substantial resources to physically and psychologically demanding emergency response activities, typically in addition to paid work. To begin filling this gap in the literature, interviews were conducted with 20 CFA managers of volunteers whose role involved ongoing contact with volunteers and their issues. Using a work-family conflict (WFC) framework to guide data coding, a thematic analysis of the interview content suggested that both structural aspects of the volunteer role and 'spillover' from stressful firefighting activities may conflict with family life. A tendency to place brigade activities before family responsibilities, a lack of time to meet family demands, and a generalised withdrawal from family life following exhausting operational activities, were identified as having negative impacts on families. However, family impacts from volunteer firefighting varied and some families benefit from social contacts through brigade activities. The findings highlight issues and problems inherent in managing both volunteer and family roles, and suggest that volunteer firefighter families are not dissimilar to

the families of paid emergency service workers in their experiences.

Work-related sexual and reproductive health: Effects of job stress

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The paper adopts a broad and comprehensive view of psychological, social and organisational issues in work-related sexual and reproductive health. It advances a model (Cox & Cox, 2003) that begins at the level of the individual and their social interactions, moves through sexual behaviour, intercourse and conception towards children bearing and parenting and then return to work and issues of work-life balance. The model is sequential in nature distinguishing between three classes of variable: [1] (antecedent) occupational variables relating to work, such as the design and management of work, and work-life balance, [2] reproductive variables, including sexual behaviour, and [3] 'cost' or outcome variables e.g. health outcomes and more general costs at the individual, organisational and societal levels. Within the framework of this model, particular interest was shown in 'work stress' as an important mediating factor. For example, work stress may negatively impact on social relationships and reproductive functioning and may increase the risk to women of problems such as conception delay, and increased frequency of spontaneous abortion. This paper is intended to stimulate interest in work-related sexual and reproductive health and, in particular, on the effects of job stress.

The road to a psychologically well workplace: mapping stress prevention plan initiatives

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Like all other employers, the Victorian WorkCover Authority faces the challenge of managing OHS risks to ensure employees are not injured or become ill at work. Similarly to other Public Sector organisations, occupational stress-related injury reports account for a significant number of overall claims. In recent years, significant resources have been applied to both targeted stress risk management programs and more generic organisation-wide development

initiatives with themes including Leadership, Talent & Succession Management, Recruitment, Health/Wellbeing, Support and Recognition programs. These programs are building a sustainable healthy culture and climate which recognises and supports the importance of people and performance to business goals and community expectations. Measurement systems for indicators of 'stress risk' including sick leave monitoring and analysis of employee feedback are in place.. However, given our role as a leader in all aspects of OHS and the fact that stress-related claims continue to occur in our workplace, which initiatives impact positively or negatively on the prevention of work-related stress for our employees? What should we be doing differently, with knowledge and experience as an employer and a regulator? And are our systems for measurement appropriate?

Predicting the risk of "white collar" offending: Assessing the interaction of work environment and offender characteristics

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One of the few areas where Forensic Psychology and Organisational Psychology meet is in the area of employee fraud. In Australia alone it has been estimated that employee theft and fraud costs 5.8 billion dollars a year. This type of offending contrasts with other forms as often the perpetrators are not impulsive, do not have long term drug habits and are more likely to have had a stable upbringing. This paper draws on the work of Cressy, a criminologist, who developed a range of rationalisations and stages which seem to occur when a person is considering committing a fraud. On this basis, we shall present a proposed employee fraud offence model. We are currently conducting an initial survey study to begin to test the model. Three key groups have been identified to take part in the study: offenders, employees present when a theft occurs and a large control group of employees in the financial services industry. Early results will be presented. If the model is validated, it would lead to a greater ability to identify those at risk for employee fraud as well as the development of more effective treatment programs for this complex group.

Toxic bosses: Love them or hate them, we can't do without them

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Research shows that certain personality disorders predict transformational leadership of senior organisational leaders. Research also shows that the prevalence of certain personality disorders amongst organisational leaders is higher than that found in the general population, prison populations, or clinical populations. It is argued that the demonising of personality disorders as the dark side of personality, and typifying people with such disorders is usually destructive and is neither useful nor scientifically correct. It is also argued that the personality disorders model, developed by clinicians to classify those people presenting for therapy, is not a scientific model and does not adequately capture what are more accurately described as personality extremes. It is further argued that the existence of extremes of personality is both a blessing and a curse for society. The paper concludes with a call for more scholarly work to develop a scientific model and measure of personality extremes as a means by which a more scientific picture of the benefits and costs of such extremes to society can be constructed.

Directions for advancing leadership development research

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This presentation will focus on the “state-of-the-art” practices in leadership development research. There is a difference between best practices and those deemed as state-of-the-art in that the latter may not be used much if at all, but should be. Best practices are those that have been adopted by at least a few researchers. One difficulty when it comes to leadership development research is that it takes on two constructs – leadership and development – that are complex in their own rights. In order to accomplish high-quality leadership development research there needs to be an explicit understanding (or theorising) of both the dynamic processes of leadership as well as the unfolding nature of development. There are four state-of-the-art practices that denote high-quality

scholarship: (a) Assuming a longitudinal focus in which change is modelled over time; (b) taking a multilevel focus that examines within- and between-person change trajectories; (c) explicitly incorporating the social context in which leadership and development occur; and (d) adopting development as the criterion of relevance rather than job or task performance. The presentation will conclude with a discussion of what might be learned from adopting these recommendations, and how it might advance both the theory and practice of leadership development.

Balance of power: Victim accounts of bullying in organisations

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It has been suggested that an imbalance of power between a bully and a victim may be a significant factor in promoting and facilitating bullying. Specifically, it is believed that a power differential may enable perpetrators of bullying to dominate potential victims who hold less power. However, research has yet to investigate whether power imbalance is an integral part of the bullying experience. In this study, a small sample of workplace bullying victims was interviewed to explore their perceptions, perspectives, and experiences of bullying. The aim was to investigate the role of social power as a mechanism through which bullying behaviours are facilitated and identify different bases of power as manifested in victim experiences of bullying at work. French and Raven's (1959) bases of social power were used as a guide for interpreting victim descriptions. It was found that a power imbalance was common amongst victim accounts; furthermore, a number of power bases were found to perpetuate different bullying relationships. These findings broaden the current theoretical understanding of the role power in promoting and facilitating workplace bullying and have important implications for interventions targeted at preventing bad behaviour.

Crossover of work-family conflict: Antecedents and consequences of crossover process in dual-earner couples

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The present study aims at investigating the mediating role of work-family conflict of an individual between his/her role overloads in work and family domains and the corresponding spouse's psychological well-being (i.e. life satisfaction, marital satisfaction and employment-related guilt). The investigation of this mediation effect will shed a light on the crossover effect, namely, transmission of work-family conflict to spouses' well-being. Support mechanisms, which are managerial and spousal support, and problem solving ability as a coping behaviour will be examined as moderators. Specifically, it is suggested that spousal and managerial support will moderate the relationship between role overloads and work-family conflict, whereas coping behaviour will moderate the relationship between the work-family conflict experienced by one spouse and the psychological well-being of the other spouse. Identification of crossover process will help both individuals and organisations to eliminate the factors that trigger this process. The present study is the expansion of an already existing data set comprised of 134 matched dual-earner couples with at least one child between the ages of 0 and 6 years. Along with further data collection, the results of the study will be discussed in details.

Understanding the dynamics of leadership, safety climate and safety behaviour

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In the organisational behaviour literature, there are different constructs that influence individual behaviour. There are individual-level variables such as leadership, which is known to be one of the most important determinants of employee behaviour, and there are organisational-level variables such as safety climate. According to safety researchers (e.g. Zohar, 1980) employees' perceptions of safety-focused environment comprises safety climate. There are several studies that show that positive safety climate encourages employees to take more initiative in improving safety. This research study aimed to investigate

the mechanism in which these variables operate in the larger organisational context. It measured one aspect of leadership, leader's fair practices and its effect on subordinates' safety behaviour. The study was conducted on a sample of 186 offshore and onshore personnel working in an oil and gas producing company. Using Baron and Kenny's (1986) guidelines for regression analysis, we found support for safety climate mediating the relationship between perceptions of leaders' fairness and employee's safety behaviour. The results suggest that interplay of different level variables such as, leader behaviour and safety climate explain/predict safety behaviour.

National surveillance of psychosocial risk factors in the workplace: An international context for Australian endeavour

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National surveillance of psychosocial risk factors in the workplace is important to record the changing work environment and for the development (and monitoring) of policies and programs to prevent stress and promote mental health and wellbeing at work. This paper overviews national surveillance systems for psychosocial risks and outcomes and then looks for convergence between the systems and current research literature. It is the first compendium of national surveillance systems on psychosocial risk, focusing on content, sampling methodology and comprehensiveness. We found 35 national systems across 20 different countries and a further 4 multi-country systems. Most systems are western; Australia lacks a comprehensive system. Recommendations include: (1) surveillance should be the priority for any national research agenda for psychosocial risk management; (2) stakeholders should cooperate with international systems operators to work towards the development of 'state of the art' systems; (3) issues for priority inclusion in surveillance systems are: emotional demands / emotional labour; workplace bullying, harassment, and violence; exposure to acute stressors; organisational justice; the occurrence and impact of global organisational change; and positive psychological states; (4) systems should be flexible to identify and assess emerging risk factors /

groups; and (5) an international surveillance system should be considered.

Longitudinal Evaluation of a Risk Management Stress Prevention Study in the Victorian Public Sector

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We determined the effectiveness of a Participatory Action Research work organisation risk management approach for reducing work stress modelled on Cox and Griffiths. We hypothesised that effectiveness depended on the success of the implementation, and that the intervention led to an improvement of health by improving the work situation. Education department employees worked with their managers and a facilitator in workgroups, to assess psychosocial risks, determine actions for their prevention, and implement actions. Using a quasi-experimental design (Intervention N = 83, Control N = 135) matched at twelve months we found a significant reduction in strain and attenuation of sickness absence. Number of actions implemented, implementation progress (i.e., extent of change) and implementation trust (i.e., building trust) led to an improved work situation, and reduced psychological distress and sickness absence, and the strength of the impact depended on levels of exposure to intervention. Using SEM we also confirmed an intervention pathway (intervention → change in work organisation → change in psychological distress); actions were fully mediated, whereas implementation trust and progress were partially mediated thus. In sum, a PAR work reorganisation, risk management approach can change stress at its source, and is thus truly primary preventative as well as palliative.

A national study of managers' well-being in the alcohol and other drugs (AOD) field

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Managers in health and human services sector face unique pressures in their role of

balancing organisational demands, and client and staff needs. However, little attention has been paid to the well-being of managers, particularly in the alcohol and other drugs (AOD) field. Managers may have a significant impact not only on organisational functioning but also on the well-being of their own staff. In order to gain a better understanding of the dynamics of well-being in managers working in the AOD sector, a national study (n = 280, 63% response rate) was undertaken to assess the antecedents and levels of job satisfaction, organisational commitment and turnover intention. Despite high levels of job satisfaction and organisational commitment, one in five managers reported intentions to look for a new job outside the AOD field. The implications of these findings for future research and practice, and the importance of enhancing the well-being of managers will be outlined.

Employee readiness for organisational change: Predicting intentions and subsequent behaviours

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Fostering readiness for change is paramount for any change initiative. This study examines two theories of behavioural change to explore individual influences on favourable employee responses to change in the workplace. The Theory of Planned Behaviour (TPB) proposes that attitude, subjective norm, and perceived behavioural control are predictors of intentions which, in turn, are indicative behaviours performed. In contrast, the TransTheoretical Model (TTM) suggests that there are five stages of change readiness. In order to explore the utility of both the TPB and TTM, a longitudinal research design was employed in which a small governmental therapy service (n=46) was surveyed at the initial phase of a change event and then again two months into the implementation phase. Regression analyses indicated that subjective norm and perceived behavioural control accounted for significant variance in both intentions and readiness. Group norm and group identity measures were also included in the TPB, as suggested by literature. It was found that these variables interacted to predict intentions, but not readiness. The longitudinal data also provided support for the predictive validity of the TPB and

TTM on employees' behaviours. Implications, limitations, and future directions for the TPB and TTM in an organisational change context are discussed.

The role of emotions in employees' decisions to report serious wrongdoing

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Few researchers have considered explicitly how emotions influence employees' decisions to report formally illegal or immoral behaviour in the workplace. Consistent with Affective Events Theory and Lazarus and Folkman's Transactional Process Theory of Stress, we argue that emotions may play an important role in this context. In this presentation, we present the results of an interview study designed to investigate the role of appraisal and emotions in employees' decisions to speak up after observing or experiencing serious wrongdoing, such as bullying, sexual harassment, abuse of power, negligence, malpractice, and fraud. The study is ongoing at present, and we aim to interview 15 – 20 employees. The final sample will include whistle-blowers and non-whistle-blowers, as well as observers and victims of wrongdoing. Preliminary results of a content analysis indicate that trying to decide whether to report wrongdoing is a highly emotional experience. Not surprisingly, observing or experiencing wrongdoing commonly elicits strong negative emotions, and anticipatory and anticipated emotions appear to affect subsequent employee decision-making. In line with previous research, organisational climate also appears to influence strongly whether employees will choose to engage in formal reporting behaviour. We will consider the implications of this research for managers, employees, and practitioners.

An exploration of the impact of work/life balance policies for infant care on individuals and society

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The paradigm for work/life balance negotiations in industrial organisations appears to be at odds with infant's needs. Attachment theory demonstrates that infants require significantly more time than the baby-

related leave provided to employees by organisations. Infants require additional time to develop appropriate emotional reactions in life through ongoing contact with a primary caregiver. The implications of current work/life policies on individuals and society are explored from theoretical research and social trend perspectives.

Exploration of the terms 'workaholism' and 'workaholic' within industrial and organisational frameworks

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The term 'workaholic' is referred to in Chambers English dictionary (1992) as 'addicted to work, coined facetiously in imitation of alcoholic'. This common term has been largely disregarded in psychological literature. The level of disregard may be due to social constructs surrounding the nature of our work ethos. A barrier to identifying individuals as workaholics is the lack of recognised physiological identifiers. Substance abuse leads to specific physiological deterioration that can be directly traced to the type of substance being abused. Workaholism appears to be not so readily identified physiologically. A consequence is that organisational cultures that promote workaholism may do so unsanctioned. An industrial/organisational context in which individuals spend excessive time working in the pursuit of money promotes workaholism. Such a context is in contrast to the notion of 'well rounded' individuals contributing to a balanced society. Time and money are hypothesised as key identifiers in assessing individual, industrial, organisational and social well-being. The economic indicators of time and money can be applied to countries to indicate which promote a more balanced work ethos.

Industrial/organisational comparison of Australian enterprises that are internationally and those that are domestically focused

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In the last decade the Australian industrial framework has been deregulated and national competition policies adopted. This has encouraged the growth and consolidation of

many enterprises, some of whom were previously government run. In the past five years many enterprise organisations have become internationally focused, due to enhanced overseas market opportunities. The result is a growth of Australian enterprises that are internationally focused. Listed Australian enterprises publish descriptive data regarding industrial and organisational policies, projects and outcomes. It may be hypothesised that their domestic versus international orientation influences their functioning. A comparison of Australian enterprises will explore whether and if so how international and domestic focus impacts on organisational functioning.

Downward workplace mobbing: The influence of different leadership styles on mobbing exposure and the work-related attitudes of employees

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The aim of the proposed study is foursome: (1) to explore the effects of different leadership styles on mobbing behaviours exhibited, (2) to identify the work-related attitudes of employees following exposure to mobbing and (3) find out the moderating effects of social support from colleagues, and perceived organisational support on the relationship between the mobbing exposure and development of work-related attitudes; and (4) investigate the phenomenon of mobbing in a Turkish sample. Paternalistic, authoritarian, transformational and transactional leadership practices affecting mobbing behaviours displayed, and the work-related attitudes of the victims (i.e. job satisfaction, affective and continuance commitment and turnover intention) are investigated through the moderating effects of social support from coworkers and perceived organisational support. Participants of the study are white-collar employees from different private sector organisations in Turkey, working under a supervisor. The results will be discussed along with the scientific and practical implications. Since the previous literature is scarce about the influence of different leadership types on mobbing behaviours, the study is expected to contribute to the scientific literature; and fill the gap about the organisational side of the phenomenon.

Potentialising the creative thought: University and work

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The purpose of this research was to know the manifestation of the divergent thought of two categories of the creativity: 'fluency and originality', in students of bachelors degree in two universities: public and private', to generate a proposal of a: "Formal course in the development of educational creative abilities." An instrument was designed, called: "Abilities of the thought", and evaluates the thought of divergent. The sample was conformed for 48 students, it was non probabilistical and the methodology was supported by a mixed focus (qualitative and quantitative). This studio allows us to meditate about a 'creative education' like a part of the formation of the professionals in Mexico. In the face of the competitiveness that today is gestated in the labor sectors it becomes necessary the 'Education in the creativity', which implies to form the students for a change potentialising from the classrooms, another type of abilities that they allow them to be in agreement with the current requirements, like: reflexive, original, flexible, with initiative, with vision to the future, people dared in general prepared to confront to solve problems. The obtained results allow carrying out interesting analysis from both study paradigms, besides the aforementioned graduate's elaboration.

Personality characteristics and their influence on work/life balance, job satisfaction and turnover intentions

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The present study examined the role of personality characteristics in the experience of positive and negative work/life spillover and job satisfaction and turnover intentions. Specifically, the current investigation evaluated how dimensions of the five-factor model of personality impacted both work/life interference and enhancement and the resultant consequences for job satisfaction and turnover intentions. N=464 participants from the Australian arm of a

multinational petroleum organisation participated in the research, with representation from all levels of seniority (line workers through to management) and across multiple states and territories within Australia. Using structural equation modelling, the researchers were able to identify that three of the five facets of the five-factor model of personality significantly influenced variables important in the experience of work/life balance, job satisfaction and turnover intentions. In particular, the results demonstrated that emotionality (neuroticism) predicted both work-to-life interference and life-to-work interference, whilst extraversion and conscientiousness exerted their effects on other widely-studied antecedents of work/life spillover (supervisor support, work hours, and coping styles). The modelling also showed that personality traits can directly influence turnover intentions, and the findings are discussed in the context of balancing individual responsibility with organisational policy in the successful management of work/life balance.

**The work and non-work domains of our lives:
Is the relationship between these two domains
only negative?**

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The negative aspects of our time and experiences within the work domain are often highlighted in the media and research within organisational psychology. Few have asked the question, and fewer have researched the question, as to whether the relationships between the work and non-work domains of our lives can be experienced in a positive manner. The data reported here came from a convenience sample of 72 females and 34 males, ranging in age from 18 to 64 with a mean age of 32 years, employed in a variety of occupations. Approximately one third of the sample was married, one third were dating exclusively, and one third were dating casually. Bi-directional measures of interference and facilitation between the work and non-work domains of the participants were obtained. Enhancement ratings were significantly higher than interference ratings in both directions. Ratings of work interfering with, and enhancing the non-work domain were significantly higher than the ratings of interference and enhancement

from the non-work domain to the work domain. The only gender difference involved an interaction with relationship status where the married males reported significantly higher work interference with the non-work life domain.

**Mean testing: the organisational and human
costs of bad behaviour in business**

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Organisational commitment to workplace justice is variable. For some leaders, EEO, safety and compliance are tick the box exercises; culture, values and triple bottom line, just buzz words. Others feel a moral obligation passionately. Yet every organisation has the right to demand competent performance and expect its people to 'move' as the external context changes if it is to remain competitive. Companies that do it well reap the benefits in high staff engagement, the intangible yet growing value of its human capital, the relative ease with which it attracts and keeps exceptional people and the higher change appetite of its employees. This undoubtedly flows through into relationships with customers and "on-field performance". But even those organisations are dependent on excellence in leadership at all levels, the abundance of strong role models and fervent accountability for working to values. In the absence of these positives, chronic underperformance, mounting pressure for staff to embrace change and the psychological and behavioural attributes of individual employees can produce florid organisational, team and individual symptomatology reflective of the collective and personal trauma being experienced. This presentation explores the manifestations of this trauma at all levels, identifies some of the keys to effective change management, the typical traps into which leaders fall and the psychosocial impacts on individuals. Recommendations on practical strategies are advocated.

Construction, validation and consistency of an instrument for measuring work satisfaction in female workers

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Female work satisfaction measurement will reveal to organisations how women feel about their work and their organisation. Furthermore, it will be a helpful element to diagnose some of the female workers needs. An instrument to measure job satisfaction in female workers has not been found so far, that is way this research was carried out, in order to create and validate an instrument to measure female job satisfaction, using the investigation techniques called focal groups and semantic nets. The participants selection was performed through a proposal sampling technique, for the semantic nets 140 women were considered and 25 for the focal groups whose characteristic consisted on working for production organisations. Using the techniques results, the items of the instrument were designed as statements, with an intervallic measurement level that considered answers ranging from totally satisfied to totally unsatisfied. Once the instrument was ready, it was administered to 362 women, six factors with values bigger to one, were obtained through the factorial analysis with the main components extraction method and varimax rotation, based on their conceptual clarity and the variance break, they explain the 43.76% of the total variance on the instrument, with an alpha internal consistency of Cronbach of .96.

Industrial safety program creation in a clearing services enterprise

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The current paper pretends to offer to the psychology community, information about the work experience, based on the creation of programs in regards to the prevention of both work incidents and accidents. This study was developed in order to give the workers of a cleaning services enterprise of Toluca city in Mexico, the opportunity of performing their activities in a safe way without work incidents or accidents that risk their mental and physical

integrity. Besides giving a solution to the required features from a quality audit, it is intended to decrease the appearance of work incidents. As a part of the safety program, a variety of documents was developed such as: the Manual of General Aspects of Safety and environment plans for the prevention of accidents as well as descriptive charts for sensibility and motivation among others. These documents pretended to implement activities that protect the worker's integrity. This study development allows to demonstrate that the action field of the psychologist is really wide and it offers a work alternative in the area of the industrial safety that is accessible to any organisation since it has the necessary foundation for performing programs about prevention of work accidents and incidents.

'Employee engagement': Does it exist, and if so, how does it relate to performance, other job constructs and industry differences?

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The concept of 'employee engagement' is highly popular in the workplace and is increasingly being examined in the literature. Yet there is no consistency in definition. Engagement has been operationalised and measured in many diverse ways. Engagement may be a global construct as it appears to be a combination of job satisfaction, organisational commitment and intention to stay. Indeed, some have argued that engagement is a multidimensional construct, in that employees could be emotionally, cognitively or physically engaged. Further, there is debate over whether it is a valid and reliable construct. Despite confusion in the literature, corporate results have demonstrated a strong link between some conceptualisations of engagement, performance and business outcomes. This paper reports on research conducted as part of a PhD degree. It presents the results of tests of current industry instruments that claim to measure engagement. It also presents findings from a comparison of corporate and clinical populations. Unless engagement can be universally defined and measured, it can not be managed, nor can it be known if efforts to improve it are working. This research attempts to clarify what is meant by engagement and whether there are significant differences in its application to different populations.

Abilities tests -good predictors of performance or just an expensive waste of time!

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The present study investigates whether assessments that measure abilities actually determine job performance. Specifically, this study investigated the use of a battery of abilities tests as a selection tool for the role of suburban train drivers. Train drivers usually carry out complex tasks and have heavy responsibilities. They require spatial, visual, and attention skills, strategic skills, situation awareness, time management skills and adequate communication skills. Between 2002 and 2005 participants were drawn from a very large pool of applicants (7000+) and completed online ability tests. 360 attended assessment centres, completing paper ability tests and behavioural interviews, prior to selection for year long training. 66 applicants commenced training and 52 completed training. Scores on online ability tests, paper ability tests and behavioural interviews were compared with objective competency based assessment of performance during training. The result indicated that online abilities tests and paper abilities tests are good predictors of successful performance during training. Moreover, three ability tests, Verbal Reasoning, Manual Dexterity, and Letter Sequencing are good predictors of training performance compared with other abilities assessments.

Generational differences at work: What differences? Do they matter?

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There is a range of beliefs about the unique attitudes and behaviours characteristic of people of different generations, but limited empirical evidence of such differences. Is it necessary to address 'generational issues' in recruitment, selection, leadership, career management and other organisational contexts? Working interactively with the audience, we will explore: current beliefs or stereotypes about generational differences; empirical evidence about generational differences, including reference to a multivariate analysis of a large sample of working

New Zealanders; possible explanations of generational differences (personality development, organisation hierarchy effects, changes in organisation and job design, differences in early socialisation, and others); and the implications for organisations, managers, workers and I-O Psychologists Participants will: have the chance to contribute their views (empirically based or otherwise!); get a summary of relevant empirical results; and develop their views on implications for practice.

Cognitive task analysis in air traffic control: Heuristic strategies used to maximise performance

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A cognitive task analysis was used to identify the cognitive strategies air traffic controllers use to maximise performance. Fourteen En Route, Radar air traffic controllers from the Brisbane control centre were given five static pictures of traffic in a generic airspace. In interviews using the Critical Decision Method, participants were asked to describe their solutions to aircraft pairs in potential conflict. A list of heuristic strategies used to resolve these conflicts was compiled. Controllers engaged in performance strategies that ensured aircraft flight trajectories were as expeditious and economical as possible (e.g., shortening routes where possible), as well as strategies that reduced their own cognitive workload (e.g., assigning aircraft different altitudes so attention could be directed towards other monitoring tasks). By applying a cognitive task analysis, the cognitive strategies used to increase performance were identified. Identifying the heuristic strategies that support job performance has applied uses for the organisation in the development of future training programs and performance evaluations.

A multilevel analysis of affect and performance: A state-trait, self-regulatory perspective

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This theoretical model examines the intra-individual relationship between state affect

and task performance over time, with a focus on the mediating role of self-regulatory processes and the moderating role of trait affect. A comprehensive framework is developed in order to investigate the multilevel and dynamic relationships among affect, proximal motivational processes, and task performance during cognitively complex learning. A state-trait conceptualisation of affect is adopted to assess the influence of state affect at the intra-individual level and trait affect at the inter-individual level. Two self-regulatory processes – cognitive and affective regulation – are identified as mediated mechanisms of the affect-performance nexus. Tamir et al's (2002, 2004) affective certainty model, which explores the performance benefits of trait-consistent affective states, is incorporated to describe potential state-trait interactions in affect. Finally, resource allocation theory is utilised as an overarching framework for understanding how the linkages between individual differences and performance may change over time. Overall, this dynamic, multilevel perspective of affect and performance offers important theoretical, empirical and methodological contributions to existing research.

Can the theory of planned behaviour improve our understanding of the influence of organisational factors on workers' behaviour?

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Understanding and changing workers' behaviour are key goals of Organisational Psychology. The Theory of Planned Behaviour may make an important contribution to understanding how organisational factors influence workers' behaviour and examining ways to achieve behaviour change with workers. According to the Theory of Planned Behaviour, intentions, attitudes, subjective norms, and perceived behavioural control are the most proximal predictors of behaviour. Any distal variables, such as organisational factors, only influence behaviour through the theoretical predictors. Though a substantial body of research has applied the Theory of Planned Behaviour to the organisational setting, no research to-date has examined whether the Theory of Planned Behaviour accounts for the influence of organisational variables on workers' behaviour. This paper presents the results of a survey of 362

dental hygienists applying the Theory of Planned Behaviour to frequency of assisting patients to quit smoking. The findings indicated that organisational factors like the presence of a policy and education or training influenced behaviour only through subjective norms and perceived behavioural control. These results inform understanding of the pathways through which organisational factors influence workers' behaviour. Practical implications of applying the theory to a wide range of work behaviours will be highlighted.

Human values and its relationship with labor performance

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The purpose of this study was to establish the correlation between the employee values and their labor performance in organisations. This study used a co-relational type investigation with prospective focus, descriptive transversal, and no experimental design. The sample was obtained with probability technique. Data was collected by direct observation (control and systematised) by interviews, (formals, structured and focused). Results showed the following: stimulate and condition favourable work performance; allow employees to obtain a good performance in work; delimit human behaviour and labor performance; rule human's labor performance; determine individual labor behaviour; reveal values as motivational elements that guide individual labor conduct towards a specific performance; and declare that system worker values conditions, establish their labors performance.

Wellbeing at work

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In recent years there has been increasing interest in positive as well as negative outcomes that can arise from demanding work situations. Survey respondents (n=659) were asked to identify a recent difficult or demanding situation at work and to identify the extent to which the demand was appraised as a threat or a challenge, the coping strategies that were used to deal with it, the positive and negative affect associated with

the demand and levels of satisfaction with the overall outcome of the situation. Data were analysed using structural equation modelling (SEM). Results indicated that even extremely demanding work situations were associated with positive as well as negative affect. Positive outcomes were linked to appraisal of the demands as challenges rather than threats and to the use of task-focused coping and social support. Negative outcomes were associated with appraisal of the demands as threats and with avoidance. Gender differences in appraisal, coping and outcomes were also explored. The findings have practical implications for managing stress and wellbeing in organisations, particularly in terms of the ways in which resources can be developed so that demands can be managed effectively.

Investigating the relationship between personality traits & job satisfaction among Iran track manufacture

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Job satisfaction as cognitive, internal and evaluative reactions of persons to their jobs are influenced by the amount of salary, physical conditions of work environment, type of relations governing the work environment, etc. Nevertheless, the role of personality factors in job satisfaction is a chief factor but little research has been done about that in our country. Therefore, this study is aimed at investigating the relationship between five factors model of personality and job satisfaction. To reach this purpose, 370 employers of Tabriz Track Manufacture were selected by using stratified random sampling from a pool of 12 job units as samples of the study and they completed NEO-FFI & JDI to evaluate personality and job satisfaction, respectively. Results indicated that there is a positive relation between conscientiousness, extraversion and agreeableness with job satisfaction; also, there is a negative relation between neuroticism and job satisfaction and finally there is no relation between openness and job satisfaction. The result of stepwise regression reveal that conscientiousness ($R^2_{adj}=0.09$), neuroticism ($R^2_{adj}=0.02$) and openness ($R^2_{adj}=0.01$) were respectively the most important predictors of job satisfaction. There was also a significant positive relationship

between amount of salary and education with job satisfaction. Moreover T-Test showed that not only there is no difference between mean of job satisfaction of official and conventional employers but also there is no difference between married and single employers. Also, there is no significant relation between age and years of services with job satisfaction. ANOVA showed that there are significant differences among various parts of the manufacture in job satisfaction. At last stepwise regression showed that from demographic variables, monthly salary had significant prediction of job satisfaction and it could explain 3% of variance.

Addressing bad behaviour through building team leadership capacity

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This presentation contextualises the principles applied to bad behaviours in the South Australian public health sector through a case study of work carried out with nursing staff in one particular unit. The manifestation of bad behaviour and lack of mutual respect amongst nurses will be profiled in relation to the disorienting effects of massive changes in nursing role structures and work practices, changes which have occurred nationally and internationally since the 1980s. A new approach, involving individual coaching and group work with the nurses, has expanded professional discourse and facilitated development of understandings of the requirements for new forms of leadership and work management in response to the widespread changes. An account will be given of the various interventions used to build greater capacity and skill within the team. A brief overview of changes that have occurred in HR processes will also be provided, aimed at strengthening wider organisational supports, as well as group work aimed at strengthening local teamwork capacity. The discussion will then focus on work at the individual level, in particular in the development of leadership and management capacity, improvement of performance within the wider interdisciplinary team, and the adoption of more resilient behaviours.

Attributes of immediate supervisor in promoting trust with employees in a public sector organisation

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In the web of human relationships, trust is one of the interconnecting links that sustains ongoing interactions between individuals. In a public sector organisation where the organisational structure is multi-layered, it is a *sine qua non* that immediate supervisors promote trust with employees. In this study, attributes of leaders with the closest proximity to employees are investigated. Eleven items from a previous survey and one from Lines, Selart, Espendal, and Johansen (2005) were included. Parallel analysis determined only one component to be extracted by principal component analysis. Internal consistency assessed by Cronbach alpha indicated that two of the items could be deleted. The removal of one other item as it qualitatively describes an interpersonal dynamic between the immediate supervisor and the employee rather than an attribute of the immediate supervisor did not reduce the alpha. The final scale comprised of nine attributes. Results of a discrimination function analysis with "My supervisor and I trust each other" as the criterion item suggested that four attributes, namely "provide honest and truthful information", "provide clear and constructive feedback", "treat employees with care and respect", and "asks for my opinion before making decisions that affect my work" would contribute to promoting trust with employees.

Aetiological Processes of Depression and Anxiety in an Occupational Context: A Study in Relation to the Transactional Model of Stress and Coping

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Theories of occupational stress and coping have not often traversed into the field of clinical diagnoses of depression and anxiety; consequently, the process by which employees develop clinical distresses due to prolonged exposure to work stress is unclear. This

exploratory study uses a robust transactional model of occupational stress and coping to chart the aetiological processes of depression and anxiety in the work setting. It also addresses issues about the co-morbidity of depression and anxiety. 158 employees facing work related stressors were recruited in a time series survey study. Path analyses were conducted to test potential aetiological models on the data collected. The results produce two distinct aetiological models of depression and anxiety. While their processes are different, anxiety is implicated as the precursor of depression. Past research findings on the co-morbidity of depression and anxiety are also supported in this study by a generic model that incorporates both aetiological processes of depression and anxiety. This study has provided a basic framework for depression and anxiety research within the occupational context. It has identified aetiological pathways in work place related depression and anxiety that when managed, can potentially prevent employees from developing clinical distresses due to protracted work stress encounter.

Developing an aspiration to lead

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Current approaches to leadership are largely 'leader centric' focusing almost exclusively on the effect of leader traits and behaviours on organisational outcomes. Questions relating to the life events, situations, and knowledge that make individuals interested in becoming a leader and to how organisations can develop leaders are crucial for the advancement of leadership research, but have received less attention. The current study thus explores the process of developing leadership aspirations among followers with a focus on the role of individual differences (extraversion, conscientiousness and self-leadership), but also on experiences with one's leader or manager (transformational leadership and leader-member exchange) and broader organisational factors (perceived organisational support and psychological empowerment). A group of 158 employed students completed a self-report survey. Results of a hierarchical regression analysis revealed that employees' perceptions of their leader and

organisational factors explained a significant amount of additional variance in leader aspirations over and above individual factors. Psychological empowerment was found to mediate the relationship between transformational leadership and leadership aspirations. In addition, transformational leadership was more important for developing leadership aspirations in followers low on extraversion. These findings support the idea of taking a multi-level approach to leadership aspirations and leadership in general.

Interpersonal mistreatment at work: Impact on employee engagement

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This research examines the extent and impact of interpersonal mistreatment in workplaces across Australia and New Zealand. Employees are mistreated when colleagues treat them in a rude, undermining, or disrespectful manner. Despite the significant negative consequences for both individuals and organisations, relatively little is known about the processes involved in interpersonal mistreatment at work or the extent that it occurs in local organisations. Results of a survey of over 54,000 employees working in 179 organisations will be presented, showing for example, that 90.2% of employees across Australia and New Zealand reported experiencing at least one episode of mistreatment from work colleagues over the last year, with 31% experiencing problems at least once a month. Multilevel analysis investigates the extent that those who experience mistreatment reduce their commitment to work and whether this effect is moderated by organisational-level variables such as the seniority of the instigator and extent of management support.

Medical student selection: Validity issues in a high stakes context

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Medical student selection has come under intense scrutiny from the media, the medical fraternity and the general public given

that demand for places in medical schools across the world far exceeds availability, medical education is expensive, poor doctor performance has serious consequences and work conditions can be highly stressful. However, establishing the reliability, validity and fairness of traditional selection tools in such a high stakes situation challenges accepted I/O practices. Drawing on data collected as part of a study investigating the selection processes of a newly established medical school in Australia to, this paper discusses the criterion problem and examines issues related to the use of cognitive and noncognitive measures to select medical students, including adverse impact, test security, coaching, threats to the validity of interviews and how to combine scores for final ranking.

A longitudinal study of spillover of job demands, and emotional exhaustion to work-family conflict in Australian frontline police

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The present study investigated the effect of job demands on work-family conflict (WFC) in 251 Australian (Victorian) frontline police officers in a longitudinal study with two separate time points approximately 12 months apart. Structural Equation Modeling (SEM) was utilised to assess how well models presenting direct, mediated, and partially mediated pathways between job demands and emotional exhaustion would fit the data to predict strain, behaviour and time-based WFC domains. Job demand variables were selected that specifically related to the domains of the WFC variables measured. Multigroup analyses of the SEM models showed that the Strain Mediated and Time Mediated, as well as the Strain Partially Mediated and the Time Partially Mediated models demonstrated good fit to the data. This study shows that WFC can be considered as an outcome of the spillover effects of job demands mediated, and or partially mediated by emotional exhaustion. Limitations and implications for future research are discussed.

Does emotional intelligence focused coaching improve self and subordinate ratings of team effectiveness?

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The positive relationship between an individual's emotional intelligence (EI) and organisational leadership is well established. Further, how the EI of a collection of individuals – a team – impacts team effectiveness has also been explored. However, how the development of individual team leader's emotional intelligence subsequently improves team effectiveness still requires research. In a small pilot study consisting of thirty-seven project team leaders, 19 males and 18 females, we explored how the development of a project team leader's emotional intelligence (EI) resulted in increased self and subordinate ratings of team effectiveness. The Genos Emotional Intelligence Assessment Scale and Team Effectiveness Scale were used to measure workplace EI and team effectiveness, respectively. All thirty-seven project team leaders and a further twenty-five randomly selected project team members ('subordinates') completed both assessment measures pre-and-post intervention. Using Repeated-Measures Analysis of Variance (ANOVA), results indicate project team leaders' emotional intelligence significantly improved as a result of the EI development intervention. The greatest improvement being for the EI factor of decision making; $F(1, 34) = 40.07, p < .001$. Significant improvements in self and subordinate ratings of team effectiveness were also found. The generated results support the premise that developing the emotional intelligence of work teams does translate into greater team effectiveness. The implications of the pilot study's findings are discussed.

Role of affect and interactional justice in moral leadership

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In an age where morality requires economic justification, it is a compelling task to explicate the deeper affecting implications of moral judgment than its mere financial costs. This paper explores the emotional, behavioural and cognitive

ramifications of moral leadership at both individual and macro organisational levels; drawing from literature on moral leadership, affective events theory, self identity theory and organisational justice. The aim of the model is to extend current theoretical frameworks and highlight the important implications that moral decision-making has on employee and organisational welfare including that of the decision maker. This paper also insinuates new directions in leadership research by explicating the role of informational and interpersonal justice in moral leadership. Essentially, the model explains the process through which moral leadership and decision-making affect employee emotions and moods at work, and how these emotions influence subsequent behaviours and attitudes in people. It then goes on to explain how such behavioural and attitudinal changes in people affect the macro emotional culture of the organisation, which in turn influences the cognitive moral development of the leader. The process is modelled for moral leaders as well as for immoral leaders to facilitate comparison.

Effects of organisational justice on extra-role behaviour: Examining the issue in a non-western context

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Over the last 40 years a good number of studies have been conducted on organisational justice, but mostly in Western context. They demonstrate significant role of justice perception on employees work behaviour and motivation. However, the generalisations of the findings need more empirical support from diverse cultural context. Employees from different socio cultural backgrounds have different expectations and value systems that may affect the way they perceive their organisational environments. Organisational justice deals with employees' perception of fairness in organisational outcomes (distributive justice), the fairness in procedures to distribute outcomes (procedural justice) and the fairness in interpersonal treatment that employees get from decision makers (interactional justice). Extra-role behaviour is defined as a discretionary behaviour that goes beyond existing role expectations and benefit the organisation. It is being considered

paramount for the survival and prosperity of contemporary work organisations. Several facets of the ERB has been identified by researchers such as promotive, prohibitive, affiliative, and challenging behaviours. Based on the data collected from both managerial and non managerial employees drawn from Malaysian companies the paper examines the contributions of organisational justice facets on dimensions of extra-role behaviour. Implications of the findings are discussed in Malaysian cultural context.

Organisational justice, organisational commitment, job satisfaction and turnover Intention among expatriates at International Islamic University in Malaysia: A case study

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This paper examines several organisational factors such as organisational justice, organisational commitment, job satisfaction, and turnover intention among the local and international staffs in International Islamic University Malaysia. There are 81 respondents participated in this study. The findings revealed that the two groups are different in all of the organisational factors examined. The local staffs exhibited higher mean scores in all the factors examined compared to the international staffs. The implication of this study is discussed.

Work-life balance policy and work family conflict in Malaysian private sector: A preliminary study

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As Malaysia aspires to be a developed country by 2020, Work Life Balance (WLB) issues are inevitable. Private sector is recognised as the main contributor to the nation's economy. Therefore it is critical to understand how the private sector is assisting employees to achieve work-life balance. This study examines the availability of WLB policy and its relation to work-family conflict. Three organisations in manufacturing, forestry, and telecommunication sector in Kuching, East Malaysia participated. Data was collected through an interview with the human resource manager (N=4) and a survey (N=309). It was found that

all organisations offer some policies related to pregnancy, leave, and financial assistance. None has policies on childcare and flexible work practices, even though 80% of the employees are married and 27% have children under 5. In comparison, Malaysian public sector has policy on childcare and offer more policies on financial assistance and leave. A negative significant relationship between policy availability and work-family conflict ($r = -.20$, $p = .021$, $N=134$) was found only in the manufacturing sector. In sum, WLB policies in Malaysian private sector are in place at an early stage but influences employees' work-family conflict.

Well-being in volunteer fire-fighters: Moving beyond critical incidents to examine the role of emotional demands and resources, in particular camaraderie

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Perceptions and experiences of emotional demands (having to control and suppress emotions to be effective), camaraderie, and informal support within the team environment may all play a significant role in volunteer fire-fighter well-being. Research with emergency services personnel has tended to focus on the frequency and severity of exposure to acute stressors (critical incidents), and the subsequent heightened risk of developing traumatic stress symptoms. This study of 547 South Australian volunteer fire-fighters examined the role of exposure to critical incidents, chronic emotional demands, and emotional resources in predicting traumatic stress symptoms and well-being. Through path analysis, main and interaction effects of critical incidents, and more importantly emotional demands and resources, were found to be significant predictors of psychological strain, burnout, physical health, and traumatic stress symptoms. This study has identified the importance of factors inherent within the job (emotional demands), and the job environment (camaraderie), that influence employee well-being; factors that can be addressed through job design and culture development at organisational and team levels.

Personal growth initiative, hope and help-seeking behaviours among employees

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Many people actively participate in personal development programs including coaching and training programs in an attempt to improve their own awareness, skills and abilities, but little is known about the characteristics that motivate such help-seeking and personal development behaviours. It would seem that Personal Growth Initiative, Hope, and Goal Setting would contribute to such behaviours, but no studies have previously reported findings specifically related to those employees who seek help and those who do not. The current study reports findings from a study of 200 employees in relation to their participation or non-participation in development programs over several years, and their scores on scales assessing personal growth initiative, adult dispositional hope and goal-setting values. Strong relationships were found, and implications for staff development managers are discussed.

Correlates of extreme item-response scores on a personality questionnaire

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Extreme scale scores have long been the interest of psychologists exploring distortion or faking tendencies among respondents completing self-report questionnaires. However, extreme item responses have been given considerably less attention except as implicit in the scale scores. This paper reports which item types received the most extreme responses in an online personality questionnaire, the Apollo Profile over a sample of more than 4000 respondents; and the outcome (how these items were related to each other) when the main items were combined into "lists" or "scales" of extreme-response items. The paper also reports how the 'extreme item-response scales' were related to specific content scales on the questionnaire itself, and to scales in other questionnaires (e.g., the NEO-PI-R; the MBTI, and health and happiness questionnaires) (the 'correlates'). The study originally arose in part as a search for possible faking, social desirability bias, deliberate distortion or other unusual responses, that would

suggest a cautious approach should be taken to the obtained profiles. It was found perhaps unexpectedly that the extreme response scales based on the extreme item responses were related to specific personality scale scores. There is limited research reported on such scales developed ab-initio. This paper shows that it may be possible to develop social desirability or unusual-response scales when the original questionnaire had not incorporated such development.

Developing leaders for sustainable businesses

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The focus of this paper is to explore how organisations can develop the leaders who have the competences necessary to ensure the sustainability of the company. It considers how the understanding and practice of responsible leadership can be enhanced by defining the competencies for integrating social and environmental considerations into business decision making processes. Members of the European Academy of Business in Society (EABIS) identified leadership and learning to be two of the seven major themes of the changing role of business and society. This paper draws on a research study undertaken by Ashridge with the support of EABIS. Drawing on published literature and the Ashridge research, which was initially questionnaire based, from a sample of managers operating in the public and private sectors in Europe (n=108). A second stage of the research used grounded theory and action learning methodologies to conduct in-depth interviews with eleven leading European-based multinational companies. Results indicate that whilst the qualities and skills of responsible leadership can be identified, a further mediating concept is required to explain their translation into individual managerial behaviours. It is suggested that the concept of 'reflexive abilities' will facilitate the development of responsible leadership within management education. The paper describes the nature of these reflexive abilities and explores the implications for those responsible for designing and delivering management education programmes.

Occupational stress in correctional workers: A test of the demand-control-support interaction using occupational-specific job demands

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Research investigating the impact of work characteristics on stress outcomes has primarily been guided by the job demand-control-support (JDACS) model of occupational stress. However, empirical evidence supporting the hypothesised demand-control (DC) and demand-control-support (DCS) interactions has been largely inconsistent. One suggested reason for this inconsistency is the broad operationalisation of the job demand construct. Recently, it has been suggested that occupational-specific measures of job demands provide a better indication of work-related stress compared to generic demand measures. This research investigates the ability of the JDACS model of occupational stress to predict strain outcomes employing both a generic measure of job demands and an occupational-specific job demands measure. The model was tested with a sample of 746 employees of one Australian Correctional Service. The results revealed that occupational-specific job demands predicted psychological outcomes (psychological strain and job satisfaction) better than generic demands. In contrast to expectations, the experience of shift-work was related to lower psychological strain. Evidence of the elusive DC and DCS interaction was found. The ability of neuroticism to moderate the stress-strain process was also demonstrated. The theoretical and practical implications of this research are discussed.

A social dilemma analysis of contribution in knowledge management

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Knowledge management (KM) builds on the fact that knowledge can be shared among individuals in the form of personalisation and codification of knowledge, with the former referring to the storing of knowledge in database and the later referring to knowledge passing on from an individual to another. The current study investigates individuals' willingness to contribute to knowledge management from a public goods

dilemma framework. Public goods dilemma is a situation in which an individual faces a conflict between maximising one's own gain versus collective gain by contributing or not contributing. Knowledge can be viewed as a type of public goods as knowledge is infinite in supply and knowledge consumption by one person will not affect others'. Based on public goods research, we hypothesised that likelihood to contribute to KM is associated with individual characteristics like (a) intrapersonal factors such as self-efficacy and vested interest, (b) interpersonal factors such as expectations, shadow of future, fear and greed. We also hypothesised that external factors like (a) conformity pressure and anonymity are associated with likelihood to contribute to KM. A questionnaire survey will be administered to Hong Kong employees to examine how these factors affect KM behaviours. The essential factors contributing to KM behaviours will be discussed

Effort-reward imbalance at work and driving anger in an Australian community sample

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Both workplace stress and road rage are reported to be on the increase. This study examined the Effort-Reward Imbalance (ERI) model of work stress and its relationship with chronic anger and driving anger in a community sample of 130 Australian workers. It also examined international differences in driving anger, with Australian motorists reporting lower levels of driving anger than American motorists but higher levels than British motorists. Hierarchical multiple regressions confirmed ERI increased driving anger via the mediating variables of chronic anger and overcommitment; individuals suffering ERI may develop increased chronic anger or overcommitment, in turn increasing propensity to experience driving anger. Regressions also showed that overcommitment (but not chronic anger) moderated the effect of ERI on driving anger; ERI has a greater influence on increasing driving anger in individuals with high overcommitment at work. The results have considerable implications for the safety and emotional health of individuals who perceive an imbalance between their efforts and rewards at work, and overcommitted individuals may be at

greater risk. The wider implications of the relationship between work stress, emotional well being, and driving anger in employees, along with the potential of driver education interventions, are discussed as public health issues.

Risky business: Can organisations define “acceptable risk” in an emergency?

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Occupational Health and Safety legislation obliges organisations to consider “acceptable risk” to staff in the performance of their work. This is problematic for emergency service responders (police, fire) as there is no consensus as to how “acceptable risk” should be defined in an emergency. We argue that it is an inherently flawed enterprise to try to define and calculate “acceptable risk” in emergency response. We report results of a number of research projects into the risk perception of firefighters which show that judgements of risk vary enormously depending upon both individual characteristics and features of the situation. Any attempt to define “acceptable risk” within emergency services must acknowledge the contribution of both individual and organisational influences on risk perception. The implications of these research findings for training of staff are also considered.

Psychological support for law enforcement staff who deal with explicit materials

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The Internet has provided a vehicle to facilitate the distribution of illegal and explicit materials to a wider audience than was previously possible. This has opened up a new range of criminal activity to which law enforcement has been required to respond. This activity includes the distribution of child pornography and other extremely violent material, and the investigation of such crimes involves exposing staff to this disturbing material on a regular basis. There is currently no available research on the long term effects of viewing such material. This paper will discuss the model that psychologists within the Australian Federal Police have developed to support staff working in this area. Topics to be covered include selection and suitability, ongoing

monitoring, training, development of best practice, including a discussion of qualitative data that has informed the formulation of same, and interagency liaison.

Workload and predictors of perceived stress

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The purpose of this study was to investigate proactive personality and workload as predictors of perceived stress. These variables were assessed in relation to environmental-factors, and the scarcity model of stress. The study investigated whether workload has a significant direct effect on perceived stress, over and above the effects of proactive personality. The variables were assessed in relation to the interactionist, and stress-buffering models of stress. Gender differences in perceived stress level were also examined. These variables were investigated using a series of questionnaires that included a demographic questionnaire, the Proactive Personality Scale (PPS), and the Perceived Stress Scale (PPS). Participants were 70 volunteering second year psychology university students in a Victorian university. Proactive personality predicted significant variance in a regression analysis. Workload alone did not significantly predict variance in perceived stress. However, workload significantly predicted variance in perceived stress, over and above the effects of proactive personality. No gender difference was found in perceived stress. The role of these different variables as contributors to the experience of perceived stress is discussed with reference to current models, as well as, implications for stress-buffering and future research.

Affective reactions to organisational politics as a mediator of between cognitive assessment of politics and attitude to change

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Although researchers over the past two decades have produced empirical evidence about the important impact that organisational politics has on organisational and individual outcomes, the research has predominantly

focused on of what people think about organisational politics. This study, conducted on 283 full-time workers from a broad range of organisations, expanded on current literature by examining how people feel about workplace politics. Specifically, employee negative and positive reactions to organisational politics were examined as potential mediators of the relationship between cognitive assessments of politics and openness to change and cynicism about organisational change. Hierarchical multiple regression analysis showed that affective reactions to organisational politics predicted additional variance in attitudes to change beyond that produced by cognitive assessments of organisational politics, (as measured as perceptions of politics) after controlling for the influence of demographics and trait affectivity. Furthermore, negative affective reactions to organisational politics were found to mediate the relationships between cognitive assessment of organisational politics and both cynicism to change and openness to change. Positive affective reactions mediated the relationship between perceptions of politics and openness to change, but not cynicism to change. Practical implications of the results, research strengths, research limitations and potential avenues for future research are discussed.

Saving our professional identity? Using I/O Psych to attract and retain membership of the College of Organisational Psychology

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The steady decline in full membership of the APS College of Organisational Psychology threatens viability of the college and the foundation and future of the professional identity in Australia. The need for scholarly and rigorous work to understand and address this situation is evident. However, little published empirical work exists specifically relating to professional membership behaviours and volunteer contributions. Whereas I/O Psych theories of employee-employer relationships offer insights into member-association relationship, the precise nature of the antecedents, correlates and consequences of involvement in professional societies are unknown. Drawing on notions of

attraction, retention and participation of members in professional associations and voluntary organisation, a conceptual model was developed. Such formulations are key to the design of strategies to improve attraction and retention. This research was principally grounded in the theory of perceived organisational membership (POM) - a multi-dimensional construct reflecting the employees' perceptions of their relationship with their employer (Masterson & Stamper, 2003). POM was augmented with other constructs and extended to member perceptions of their relationship with the APS and COP. A diverse range of membership groups was surveyed to both test the model and inform critical intervention strategies for each group. Preliminary results will be presented in the full paper.

Job satisfaction effect on employee turnover

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The success and prosperity of an organisation does not only depend on technology sophistication, intelligence of workers, or even how big is their current profits. To succeed and prosper for a longer period of time in its vision and mission, one key success to this goal is the employees' job satisfaction in the organisation. However, most of the researches findings discovered that employees' turnover rate is low in an organisation if they are satisfied with their jobs. This will benefit the organisation as turnover can have a major impact on organisations, costing them a substantial amount annually and adversely affecting business efficiency and worker morale. This study is meant to show the effect of job satisfaction on employee turnover. It also analyses the impact of job satisfaction facets on employee turnover which includes five satisfaction variables in the Job Descriptive Index. They are satisfaction with pay, promotion, work, supervision and co-workers. Statistical analyses on a sample of 100 employees in Kangar, Malaysia revealed that all the components in the facets had a negative relationship with employee turnover. However, satisfaction with pay was found as the only component which had a significant effect on employee turnover in this study.

The use of worst case scenarios in decision making to control wildfires: A field investigation

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Expert decision makers in bushfire settings regularly perform well under complex and hazardous conditions, particularly when situations develop in predictable patterns. However, decision makers in such settings must also contend with extreme events: worst case scenarios that become reality. Worst cases are low-probability, high-consequence events, which must be considered to ensure safe decision making. Little systematic research has been conducted into the consideration of worst case scenarios, in either intuitive or deliberative decision making. Post-incident interviews were conducted with Australian bushfire fighters in the 2004-5 fire season using the Human Factors Interview Protocol (HFIP) developed by Mary Omodei and colleagues. In this presentation we first introduce the HFIP as a generic tool for conducting post-incident interviews in a range of complex decision environments and then summarise the evidence for consideration of worst case scenarios by firefighters as an illustration of the HFIP in use. The data suggest that worst case scenarios often figure during decision making on the fireground, although it remains unclear the extent to which they are consciously considered, or play an implicit role and are only verbalised later as an explanation.

The influence of emotional intelligence on job insecurity and coping strategies

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Job insecurity has increased markedly in the developed economies of the world. The effects of job insecurity on individual employees and on organisational outcomes, however, are controversial. For instance, while some researchers contend that job insecurity can result in increased work effort, other researchers argue that insecurity leads to stress and decreased performance. We argue that the differential effects of job insecurity among individuals may be

attributable to differing levels of emotional intelligence. In this paper, we outline a study examining the impact of emotional intelligence on job insecurity, job tension and both positive and negative coping strategies used by employees. Based on data collected during a national web survey involving 217 participants, a number of interesting findings were revealed. For instance, we found that emotional intelligence indirectly increased the adoption of positive coping strategies (e.g., changing the situation, informational and appraisal support mobilisation) by decreasing the amount of employees' level of job-related tension. Limitations of this study are discussed and implications for practice will be identified.

The relationship between role stress and psychological empowerment: The context of organisational change in India

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Post Liberalisation, mergers and acquisitions have taken centre stage in the growth strategy of organisations in India. Although the merging entities give a great deal of importance to financial matters and the outcomes, human resource issues are the most neglected ones. This scientific investigation (N=86) attempts to study the issue of role stress in relation to psychological empowerment after an acquisition. Role stress was found to be negatively correlated to psychological empowerment and organisation commitment. In the acquired organisation out of the ten dimensions of role stress, the dimensions of role erosion, personal inadequacy and role isolation were found to be regressing on psychological empowerment. In the acquiring organisation only role overload was found regressing on psychological empowerment. Various dimensions of role stress were found regressing differently on the dimensions of psychological empowerment (meaning, competence, self determination and impact). The results suggest that in case of an acquisition, role stress is primarily due to lack of role clarity, erosion of previous roles and feeling of isolation in the new environment, which has an impact on psychological empowerment.

The relationship between support, satisfaction and psychological strain: A test of gender similarity hypothesis

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Scholars have argued that one of the consequences of societal and organisational changes is the convergence of similar attitudes and behaviours of women and men at the workplace and at home. Using structural invariance test methodology, we found evidence supporting the gender similarity hypothesis in a New Zealand sample. We also found support for a structural model that predicted (1) direct effects of co-worker and family support on job satisfaction, family satisfaction and psychological strain, and (2) indirect effects of co-worker support and family support on psychological strain mediated through job satisfaction and family satisfaction. Direct and indirect effects of support originating in the same domain were robust, but cross-domain effects of support were weak. Path coefficients demonstrated that family satisfaction provides a more robust influence in ameliorating psychological strain than does job satisfaction. Theoretical and practical implications of the findings are discussed.

Applications of psychological research for reducing police misconduct

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This paper describes two research applications aimed at increasing the behavioural integrity of police officers in the Australian Federal Police (AFP). The first project involved the development of a biodata screening instrument for predicting misconduct in new recruits. It is argued that biodata, being a measure of past behaviour in conceptually relevant situations, is a suitable tool for incorporating both the bad apple (personality) and bad barrel (situation) arguments for police corruption. The instrument was validated against a number of objective criteria such as detected dishonesty in the recruitment process, misconduct during training and official complaints and allegations. The second project involves a draft system for predicting police misconduct and corruption post-hire using

organisational and personnel data. Variables such as citizen and internal complaints, firearm discharges, use of force, failed prosecution briefs and patterns of absenteeism, and interactions of such variables with situational factors can be evaluated for their combined ability to predict more serious future misconduct. Once adequate empirical data has been collected and models cross-validated, an early warning system can be developed to identify officers who may be a greater risk for such future outcomes. Accordingly, individual interventions for preventing officers from progressing to these outcomes can be developed.

Relative effectiveness of different levels of illustration in computer training for novices

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Instructional manuals offer an inexpensive means of self-paced training in commercial software. However, relating the text and illustrations in a manual to the appearance of the computer screen may add considerable extraneous load. The present investigation tested what type of illustration in a manual would minimise extraneous load and maximise germane load in training novice computer users on commercial software. Participants received a series of modules using a within-subject manipulation of (1) text-only instructions (Text), (2) instruction in which key icons were integrated into the text (Icon), and (3) instruction in which the text was superimposed on a picture of the screen (Full Screen). For late-middle aged participants ($M = 57$, $SD = 13$) being trained on word processing, both test performance and subjective ratings revealed that the Icon and Full Screen conditions both reduced the cognitive load relative to the Text condition. The Full Screen condition yielded fewer errors relative to the Icon condition but not did yield discernibly faster completion times or greater subjective ratings. Research is currently underway to determine whether these results can be extended to older participants.

Psychological health of miners: The influence of intrinsic and extrinsic work factors on health outcomes

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This investigation evaluated the health of male mine workers and the influence of intrinsic (work hours & shift systems) and extrinsic work factors (coping strategies, negative affectivity, sleep disturbance, job and family characteristics) on chronic fatigue, psychological distress and role limitation due to emotional health problems. This was a cross-sectional study where 744 workers from 29 mining organisations participated in either a semi-structured interview or the completion of a self-report questionnaire. In 2005 a representative sample of 510 aged between 18 and 65 years completed the survey. Sampling was stratified by job level (professional, skilled, and unskilled workers). Thirty nine-percent were detected as possible cases for minor psychiatric disorders such as anxiety and depression. A similar percentage was reported for moderate or higher levels of chronic fatigue. Hierarchical multiple regression analysis was conducted to identify the strongest predictors of the outcome measures. Negative affectivity significantly influenced the relationship between the reported health outcome measures. Other individual differences including sleep disturbance, job and family stress, and avoidant coping strategies such as substance use are linked to the work-health relationship. The influence of job and individual differences including the use of avoidant coping strategies in dealing with work stressors is discussed.

The study of psychological problems in patients with low back pain

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Low back pain (LBP) is a common problem in patients with chronic pain and is the second common cause of chronic pain after headache chronic pain could cause anxiety and depression secondary to different psychological problems. The purpose of the present study was assessment psychological problems in patients with LBP. The type of the study was cross sectional. The subjects

were 92 volunteers (50 male and 42 female) patients with LBP referring to Ahwaz clinical centres with age range from (19-63) to years old and with different jobs. Patients were selected non random and problem oriented that completed symptom checklist- 90-R. 71.7% of patients suffered from psychological problems (66% of who were male 78.6% were female). The patients mentioned their problems as follows: somatic disorders, psychosis, hostility, paranoid and anxiety. Mean of Global Severity Index (GSI)'s men (T=68) was more women (T=63) than. Significant relationship was observed between patient's Job and psychological problems in men ($P < 0.01$). Our findings indicate that psychological problems are common in patients with LBP. Female patients report more frequent complaints of psychological problems in comparison to male with more intensive complaints. Gender of patients and duration of LBP both were not correlate with pain induced psychological problems. The study's findings suggest psychological assessment in patients with LBP and also suggest adding psychological therapy to other rout in treatments of LBP.

Volunteer demands and resources as antecedents to burnout, engagement, and team effectiveness

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This study examined the Job Demands-Resources (JD-R) Model of occupational stress as a framework for investigating the antecedents of burnout, engagement, and team effectiveness for volunteer workers. Survey data were collected from 458 volunteer fire-fighters and analysed using structural equation modelling (SEM) methods. Two demanding aspects of the job (mental and physical demands) and two job resources (autonomy and support) were used to test hypotheses that job demands would increase burnout and that job resources would increase team effectiveness through work engagement. Results supported the core premises of the JD-R model, providing evidence for its utility in a volunteer (as opposed to paid) worker sample. Further, contrary to the proposed JD-R model, the inclusion of a positive relationship between job demands and engagement was an important modification in order to successfully fit the SEM

model to the data, which highlights a potentially important difference between volunteer and paid workers in respect to the model. Overall, the results suggest that job demands and resources are important predictors of outcomes such as burnout, engagement, and team effectiveness for volunteer workers.

Evaluation of a Bullying Intervention: Intentions to Use an Organisational Complaints Procedure using Two Social Cognitive Models of Behavioural Change

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This paper presents the results of an evaluation of a workplace bullying intervention implemented in the Department for Correctional Services (DCS), Adelaide, Australia. The primary aim of the intervention was to facilitate an increase in knowledge and understanding of the effects of bullying, and to encourage early and informal reporting of bullying using the Department for Correctional Services' complaints process. In an exploratory analysis, two social cognitive models of behaviour change, the Theory of Planned Behaviour and Bandura's Self-Efficacy Theory were used to evaluate the effectiveness of the intervention. Participants were 158 correctional services staff employed at various prison locations throughout South Australia. Results indicated that almost 60% of participants intended to use the complaints process to deal with future incidents of bullying. A multiple regression analysis revealed that attitudes toward the complaints process, and self-efficacy accounted for 16 percent of the variance on intentions to use the complaints process. It is argued that bullying interventions would benefit from exploring the use of social cognitive models as they not only provide a theoretical basis for designing interventions and predicting behaviour change but they can also assist in identifying critical impediments to the successful implementation of bullying interventions.

Motivating potential of experiential rewards and individual differences in reward preferences

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Despite experiential rewards such as holidays and balloon rides being offered by several companies as incentives. No research has been conducted on the effectiveness of these types of rewards for motivating employees. There is a heavy reliance on case studies and personal testimonials to prove the value of experiential rewards. The aim of the project was to examine the motivating power of an experiential (Jet Boat ride on Sydney Harbour) and a cash (\$50) reward when compared with a control in a laboratory setting. Despite the results for the experiential reward not reaching significance, it was evident that the experiential reward was extremely motivating for 'some' individuals. Further studies examining individual differences in reward preferences were conducted and a scale of experientialism developed. It appears that individuals may differ on the degree to which they value 'doing' things. Preliminary findings suggest experientialism is predictive of life satisfaction. This study has implications for the design of incentive programs and consumer preferences.

Salary survey of organisational psychologists

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In August 2006 the first wide-scale salary survey was conducted for Organisational Psychologists. The survey was conducted online and distributed via a snowball emailing system. 231 individuals completed the salary survey online. There was a mix of members (42%) and non members of the College of Organisational Psychology (COP). The study found the median salary for current full time employees working in the organisational psychology field was \$88,465 (range \$22,000 - \$400,000, mean = \$106,530). Males average salary (\$129,554) was significantly larger than females average salary (\$89,027). The study found that gender, age, tenure, job level and number of hours worked per week had a significant effect on salary, whereas the number of years of organisational psychology experience was predictive of salary over and above these

factors. Interestingly highest level of education did not significantly influence salary levels. This may make individuals question whether paying for higher educational qualifications is justifiable. Salary levels of organisational psychologists in Australia appeared to be inline with salary levels in the USA and UK. It was also evident that the median salary for organisational psychologists mirrored salary levels of human resource professionals. Therefore organisational psychologists may not be getting rewarded for their extra education and expertise.

The impact of group identity on team functioning: How a pro-diversity norm can improve performance

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While team performance is affected by the qualities of individual team members there is a growing body of evidence that suggests that “group level” processes also can have a major impact. In work on social identity theory and self-categorisation theory, for example, it is argued that people’s group memberships and the norms and values that define these groups can impact significantly on group members’ behaviour. The present study aimed to show how the content of an identity could influence a range of aspects of group/team functioning. Using a vignette study (N=72), participants were told that they were either in a group which valued diversity or valued conformity and the impact of this was measured on a range of aspects of team functioning. Results indicated that there was greater group identification, co-operation, motivation and OCB in the pro-diversity norm condition. Furthermore, mediational analyses indicated that group identification processes played a significant role in explaining the relationship between the content of the group identity and group functioning. Implications of these results for team functioning are discussed.

Psychometric support for a “five-minute” measure of a seven-factor model of work systems

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Previous work by the current author has demonstrated psychometric support for a 102-item employee survey – the Voice Climate Survey (VCS) – measuring 31 lower-order work practices and outcomes that aggregate into seven higher-order work systems. A structural equation model involving the seven higher-order work systems has previously demonstrated good fit indices. The current study builds upon this previous research by presenting support for a shorter “five minute” version of the VCS designed to provide a more efficient measure of the seven higher-order work systems. Psychometric support for the short version of the survey is shown through exploratory and confirmatory factor analyses. As has been shown previously for the full-length survey, external validation is demonstrated by linking scores from the short version of the survey with independent manager reports of turnover, absenteeism, productivity, health and safety, goal attainment, financial performance, change management, innovation and customer satisfaction. Comparisons between the psychometrics and applications of the short and long version of the survey are discussed.

The effect of organisational performance on employee engagement

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Although there have been many studies examining the link between job satisfaction and performance, previous research has focused on survey and correlational methods. This study investigated the causal relationship between employee engagement and organisational performance using an experimental design. Hypothetical vignettes were created describing organisations and were manipulated so that readers perceived the organisation as either performing above or below average. In the second task, the same organisation performed better or worse than previously described. After reading each vignette, participants were required to rate the workplace climate and expected levels of

engagement. Data were collected from 108 participants. Analyses revealed that the perception of an organisation's performance and the direction of change in the performance altered reported engagement levels. Higher organisational performance resulted in higher employee engagement. Results also indicated that a positive change in organisational performance produced higher employee engagement compared to an organisation that worsened in performance even when the final performance level was the same in both conditions.

A model of emotion-induced toxicity in the workplace

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In recent years, the term 'toxic emotions' has been used in both the academic literature and in the broader mainstream media. Despite it becoming a popular concept, no researcher has endeavoured to explain the term 'toxic emotions' or provide a definition. A consideration of diverse literature ranging from science-related toxicology to neuro-psychology to Industrial and Organisational Psychology, reveals that it is not emotions per se that are toxic, but rather a combination of experienced events, negative emotional responses and emotional regulation processes that determines whether emotion-induced toxicity occurs within individuals. In this presentation, we will outline our theoretical model of emotion-induced toxicity in the workplace. We argue that certain organisational events will elicit intense negative emotions in employees, but it is the repeated suppression of those emotions that will have long-term toxic effects on these employees (e.g., poor work performance, mental ill health, cardiovascular disease). Importantly, we argue that emotional intelligence abilities, both at the individual- and group-levels, will play an important role in the extent to which employees can implement more proactive emotional regulation strategies that don't have adverse health and performance outcomes. Implications for practice will be discussed.

Doctors' work task in breaking bad news to patients and relatives

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Breaking bad news is an important and frequent job demand on doctors. The success or failure in this job could make or break the doctor-patient work relationship. This survey examines doctors' training and experiences in breaking bad news. It explores whether doctors follow protocols, receive performance feedback, and able to reflect how they usually break bad news. It also analyses their intended goals, the kinds of bad news most difficult to break, their perceived toughest parts in breaking bad news, the kinds of emotions they have most difficulty in handling, and their worst fears. Open-ended questions were asked about their bad and good experiences in breaking bad news. One hundred and twenty one doctors responded to this anonymous survey. The influences of gender, rank, years of work experience, specialty, specialist qualifications, frequency of demands on this task performance are also examined.

The pain experiences of hospital nurses

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Reported pain and subsequent sick leave has been a long-standing human resource problem in the health care sector. Thirty-six nurses responded to a survey on nurses' experience with pain. This study examines nurses' differences in perception towards pain complaint by colleagues, pain complaint by their close family members, and their experienced pain in their own bodies. It also examines the meaning and emotions associated with pain, the impact of pain on their work and quality of life, and the nurses' coping repertoire.

Tolerance and consequences of social rule violations: A study on hospital doctors and nurses

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A total of 204 doctors and 293 nurses are surveyed in a series of three studies. Doctors are consistently being rated by both doctors and nurses as the most powerful group and of the highest status in the health care work setting. Doctors have higher acceptance of unreasonable and demanding acts by their ingroup seniors than by their ingroup peers; higher acceptance of being criticised publicly by their ingroup seniors than by patients. On the other hand, nurses have a higher acceptance of unreasonable & demanding acts by patients than by their ingroup seniors or by doctors. Nurses have a higher acceptance of being criticised publicly by patients or ingroup peers than by ingroup seniors or doctors. Both doctors and nurses have higher acceptance if patients shed their responsibility than if staff do the same. Doctors show least acceptance of shedding responsibility by their ingroup seniors. These results would throw light on how tolerance of specific social rule violations is influenced by relative status and power as well as role expectations and work contexts.

Perceptions of work-life balance in Australia: Do all employees hold the same view?

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Work-Life Balance is a highly topical concept within the business world, however there appears to be a lack of clarification around the definition of the term and how it is perceived by various generations within the work-place. This study is based on an adaptation of a work life balance instrument developed by Hayman (2005) and investigates the perceptions of, and the degree to which employees feel that they have control over their work-life balance. The study explores the differences in this perception between generations, gender, work-stream and other demographic variables. It also examines the relationship between work-life balance and job satisfaction. Data was collected from over 400

employees throughout Australia via an on-line survey tool. The outcomes of the study are thought provoking and have important implications for organisations wishing to embrace the concept of work-life balance.

A study on relationship between professional commitment and learning burnout of undergraduates and scales developing

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For a very long time, the study on learning psychology has mainly aimed at the learning of primary and secondary school students, but because of the lack of a suitable learning psychology measurement scale for the university students, the study of their learning psychology is short. Based on the study of the commitment and burnout in the university learning situation, we developed the undergraduates' professional commitment scale and learning burnout scale applied for the study of undergraduates learning psychology. After the statistical analysis of the scales, it shows that the professional commitment includes four dimensions: affective commitment, continuance commitment, normative commitment and ideal commitment; and the learning burnout includes three dimensions: dejection, improper behaviour and reduced personal accomplishment. And it also shows that the scales are of good validity and reliability. Through the regression analysis, affective commitment is the most important predictive variable of undergraduate learning burnout.

Workload and hazard exposures in residential building: A practicable methodology for field observation

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A major limitation of research investigating accidental injuries in building work is poor characterisation of workload and hazard exposures. While assessment methods have been developed to quantify these, most research using them has for practical reasons relied upon simulations or short work samples which are not representative of the multiple, variable-cycle tasks in building work. In this study, a simple, reliable observation methodology was developed and

tested through observations of a typical team of three residential builders in New Zealand, over several working days. The work consisted of rapidly alternating task types, each performed in various postures. There was considerable variation in task type and duration performed within and between team members and working days, although all participants spent at least 25% of the time moving, mostly carrying materials. Daily physical workload was moderate on average, but ranged widely within and between participants, occasionally exceeding 50% work capacity. This research has provided a practical field observation methodology and the first description of task type, frequency and duration in residential building work based on a representative work sample. Thus it offers a valid basis for in-depth laboratory study of hazard exposures by task.

Person attributes in error training: Who learns from their mistakes?

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Error training research suggests that training programmes which encourage people to make errors during training lead to better learning and training outcomes. However, although people sometimes do learn from their mistakes, sometimes they do not. To examine whether and when people can learn from their mistakes, this research investigated whether differences in cognitive ability and personality factors could help to predict which individuals would benefit most from error training. Using a dynamic computer simulation task, we found that greater cognitive ability or fluid intelligence, lower extraversion and lower avoidant goal orientation were all associated with better training outcomes. Moreover, although error encouragement training was generally more effective than error avoidance training, it was not the best training for everyone. Further research is being conducted with a different dynamic computer simulation task to see if these results may be generalised to a new task. The results from this study will also be discussed.

Leadership as gestalts

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Leadership research has focused considerable attention on identifying leader behaviours and contextual factors that predict one or more criteria of interest. This research is characterised by treating the leader as a basket of behaviours (e.g. inspirational motivation, laissez-faire) that, in testing for effects, are viewed as independent or additive. In stark contrast to the measurement techniques employed scholars often describe leadership as a complex, gestalt like, composite of behaviours. In this session a theoretical rationale as well as an empirical procedure will be advanced for entering into a gestaltic inquiry of leadership effects. The objectives of this research are three-fold: (i) to offer a schema to conceptualise leadership more holistically, (ii) establish the importance of a gestalt view of leadership; and (iii) empirically examine the occurrence, properties and consequences of leadership gestalts. To illustrate this approach the mean effectiveness at various levels of active Management-By-Exception are investigated for a large sample of U.S. managers rated by their subordinates (N=3802), peers (N=1347), superiors (N=1258) and self (N=1324). The findings do not support the traditional linear view of the relationship between management by exception behaviour and leader effectiveness.

Testing a model of the predictors of change success

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Research has suggested that commitment to Organisational change is a mediator between employees' perceptions of organisational climate and change-related outcomes such as behavioural support for change. This study sought to further clarify the role of one component of commitment to organisational change (affective commitment) in mediating the relationships between two aspect of organisational climate, perceptions of change management and change success. We used structural equation modelling to examine a structural model using two large data sets (N = 2549 and 2737 respectively). We also conducted a subgroups analysis which examined whether the

one structural model was suitable across four separate organisations which comprised the second data set. The overall structural model confirmed that affective commitment to organisational change was a mediator of the relationships between the two aspects of organisational climate, perceptions of change management and change success. The structural model was also similar for the four organisations. These results suggest that while the role of affective commitment to organisational change was similar across the four organisations, perceptions of change management and positive organisational climate were the most important predictors of change success.

Building a values based organisation

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Current research suggests that high performing values based organisations can contribute significantly to the bottom line results of the enterprise. This Practice Forum will profile two progressive organisations – one private sector and one public sector, who undertook a major organisational values program across their organisations. Both organisations approached the task in a unique manner but both have achieved outstanding organisational results. Using a practical case study approach this Practice Forum will provide attendees with detailed information regarding the steps taken to implement a values program, the key learnings from the experience and the overall impact on the organisation. This highly interactive and informative session will allow practitioners to consider how organisational values can underpin longer term business success.

Workplace mental health promotion research: A literature review

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A key area in which the organisational psychology literature is underdeveloped is the evaluation of workplace mental health promotion initiatives. Whilst a plethora of research on stress and stress management exists, the literature on proactively dealing with clinical

disorders in the workplace is scant. This paper provides a literature review of located studies published in the last 10 years that specifically include as an aim the promotion of mental health or specifically measure a mental health outcome as an evaluation indicator (e.g. depression, anxiety). The review will provide an overview and analysis of this literature in order to determine trends in what constitutes workplace mental health promotion research, explore the methodological approaches used and make some evaluations regarding the types of interventions that appear efficacious.

IO Psych and HR: What's the difference? And who cares?

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If you're an org psych practitioner, then you've most likely had this question asked of you many times. Come along to this Practice Forum to discuss and debate this topic with your organisational psychologist colleagues. Share some views and gain some new ideas on how to stand out in the HR crowd.

Predicting early retirement in baby boomers – should I stay or should I go?

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The effect of the aging baby boomer population and its impact on the workforce as large numbers of these workers retire is an issue of considerable interests to government and business. So what determines when a baby boomer decides to leave work and retire? The purpose of this study was to ascertain whether career identity, affective organisational commitment or job satisfaction predicted early retirement intentions. Participants were 329 higher level Australian government public servants who were aged 48 and over at the time of the survey. Eliminating the effects of health, and financial reasons, logistic regression analysis was conducted to determine if any of the predictors could differentiate either early from delayed retirement. The findings offer support for the hypothesis that job satisfaction predicts early from late retirees. Affective organisational commitment was not found to predict group

membership. Possible effects regarding the sample are offered to explain the reason for this lack of relationship. Career identity was also found not to differentiate between early and delayed retirees. Further examination of this finding through factor analysis indicates that the career identity and job satisfaction items loaded significantly on one factor. Regression analysis showed this new variable 'career fulfillment' predicted early retirement for this group of professionals.

Predicting use of knowledge management systems: Do differences exist between the generations?

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The knowledge of its employees is an important asset for most firms. Knowledge Management represents any action by an organisation to manage knowledge in a way that makes it available to others. This emerging field of research faces growing importance due to the expected retirement of large numbers of baby boomers over the coming decade, and the resultant need for organisations to capture that departing knowledge, and make it available to younger workers. This study attempts to measure predictors of usage of Knowledge Management and compare Generation X and Y to determine whether different factors motivate these generations to use or not use Knowledge Management Systems (KMS). 308 participants from a major public service organisation in Australia completed surveys measuring their use of KMS, and their ratings of the importance of the predictor variables (technical, social and personal benefit factors). Moderated multiple regression was used to assess whether the predictors could account for variability in KMS use and whether 'generation' moderates the importance of these predictors. Each predictor was found to significantly predict use of KMS. There was a significant difference between the generations on use of Knowledge Management but Generation (age) did not moderate the effects of the predictors. The results are discussed in light of the efficacy of age to accurately predict differences between the generations.

Restoring respectful behaviour

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Working in public health is difficult. A combination of declining resources, political/structural changes, emotional labour and increased demand equates to a stressful environment. The fall-out is costly with 'mental health days', conflicts, grievances, team dysfunction, and stress claims. It also leads to a prevalence of disrespectful behaviour among colleagues and bullying complaints. The traditional investigative approach to addressing poor behaviour in the public sector often worsens the situation, further damaging relationships. This session details an approach used to restore respectful behaviour in South Australian health units. A systems perspective is taken, with interventions simultaneously employed on an individual, group, and HR process level. The emphasis is on clearly identifying and working with the source of the behaviours rather than the symptoms, and focussing on creating the positive environment employees want not just on addressing poor behaviour. The success of this work in creating a strategic change of focus from bullying training and policies to respectful behaviour will also be outlined.

Implementing workplace mental health promotion programs: a practitioner perspective

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Whilst many larger organisations now provide an Employee Assistance Program (EAP), it has been argued that such services need to be more integrated with the organisation to avoid being criticised as being a 'band-aid' for problems that stem from a 'sick' organisational culture, or 'too little, too late' in terms of failing to prevent the development of mental illness. This paper provides an EAP practitioner's reflection on issues of importance in implementing programs and initiatives that aim to move beyond the 'band aid' approach by actively promoting mental health in the workplace.

The influence of organisational commitment and job involvement on trainees' motivation to learn and motivation to transfer learning to the workplace

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The most effective means of evaluating training programs is the degree to which trainees transfer skills and knowledge from the training setting back to the workplace. The role of job attitudes in the transfer process requires further testing. The aim of this study was to determine whether there is a relationship between the job attitudes organisational commitment and job involvement, and training motivation. The role of training specificity was also examined. It was hypothesised that greater affective organisational commitment and job involvement would predict greater motivation to learn in 'job-relevant' training programs; greater organisational commitment and job involvement would predict greater motivation to transfer learning from a 'job-relevant' training setting back to the workplace; but affective organisational commitment and job involvement would have no effect on motivation to learn or motivation to transfer skills learned in 'career-relevant' programs. These hypotheses were tested using quantitative methods. This study may guide organisations and training professionals in terms of the design of training programs, particularly the specificity of training goals, and the relevance of these goals to training participants in both their immediate job and future employment.

Developing emotional intelligence: Tools and techniques

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The concept of emotional intelligence is now mainstream in O/I psychology research and practice. While considerable attention has been placed on formulating models and designing assessment methodologies, less focus has been paid to evaluating methods of developing emotional intelligence. This practice forum will allow participants to learn and share techniques and tools used to develop emotional intelligence. The session will begin with a general discussion of issues in relation to developing emotional

intelligence at work and will be followed by specific demonstration and sharing of activities related to the five dimensions of the Swinburne University Emotional Intelligence Test (SUEIT). The facilitators will draw on materials used in a development program specifically designed to develop emotional intelligence in managers. This program was validated through empirical research and found to improve emotional intelligence as measured by the SUEIT. The forum will have a high experiential component.

Influences on the job satisfaction of Australian speech pathologists

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Results from the first nationwide study of attrition from the Australian speech pathology profession will be presented. The discussion will focus on issues that prompt speech pathologists to consider leaving their jobs, and ultimately the profession. Many of these issues transcend individual workplaces, yet conditions at the organisational level such as departmental structure and workload contribute considerably to the job satisfaction of speech pathologists. Quotes from speech pathologists that have decided to leave the profession will be used to highlight their behavioural and emotional responses to such stressors, and how these factors largely beyond their control have shaped their careers.

Volunteer firefighting: A job for a woman?

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This paper reports findings from four studies which examined issues impacting on the recruitment and retention of women volunteer firefighters. Two studies involved surveying current volunteers; one involved a survey of members of rural communities; one involved interviews with agency staff. Women are deterred from volunteering because: they fear not being welcomed in a male environment; they believe that they are not suited to firefighting; and they have child care responsibilities. There are few meaningful differences in motivations of women compared with men to become volunteer

firefighters. Women volunteers overwhelmingly report feeling welcomed and accepted in their brigades, but a significant number report discrimination and harassment experiences. A greater number report difficulties with the fit of protective clothing and the usability of equipment. A lack of representation by women at high levels of management in volunteer-based fire agencies is proposed as a major obstacle to enhancing recruitment and retention of women volunteers.

Risk assessment and management: A primer/refresher for I/O psychologists

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Risk management has been defined as: the process of analysing exposure to risk and determining how best to handle such exposure. This 7th I/O Psychology Conference Practice Forum is for psychologists who are interested in finding out more about the emerging field of risk assessment and risk management. The presenters have wide experience in a range of practice settings, including OH & S; human factors; and emergency services. The program comprises: (1) The basics; including risk, threat, risk assessment, safety management systems, safety climate and safety culture, the Australian and New Zealand Standard 4360 model of the risk assessment process. (2) In practice: examples, skills, and tools. (3) A practical exercise in risk assessment, and discussion. (4) Getting started and doing it: a panel will answer questions about risk assessment and management issues and applications, and how risk assessment and management knowledge and skills can be developed further. Note that risk management has also been described as a process that works perfectly until something actually goes wrong!

When organisational principles fail: The case of the emergency services volunteer

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The approach taken in this paper combines academic analysis and personal accounts of the author's first hand involvement as a volunteer

firefighter in Victoria. Particular attention is drawn in this paper to organisational issues such as recruitment, selection, training and retention as well as team work and organisational structure that are written about one way in theory, implemented in another way in traditional companies and yet another in the volunteer firefighting enterprise. What emerges is a story about a sector that is anything but homogeneous, and one which requires abandoning usual organisational expectations. The essential feature of the volunteer firefighter, that they can choose when and whether they turn up, creates a basic condition that demands different human resource considerations than might be held for the contracted workforce. Add to this the fact that volunteer firefighters are selected by the crudest and broadest of measures, one then has a situation where even determining the nature of the human resource a manager has at their disposal is problematic. This paper attempts to show that attempting to apply traditional organisational models to the volunteer firefighting worker can be futile, and points the way to where modifications to traditional thinking may lead to the creation of effective solutions.

Aggression and emotion in the workplace

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In this presentation, I present the results of a study designed to explore negative emotion, emotion regulation and aggressive behaviour in a male-dominated organisation, the Australian Police Force (APF). Dahl's feedback theory of emotions and Mayer and Salovey's model of emotional intelligence are reviewed as these theories are considered useful when investigating the effect of emotions in the context of interpersonal interactions. In addition, these theories provide a basis for emotions to serve as motivational states for corrective actions (e.g., reducing the aversive quality of negative emotions by acting aggressively). One hundred and fifty-nine male participants answered a workplace feelings and behaviour survey designed to examine whether men experience higher negative emotions in the presence of males and females, to examine the extent to which emotion regulation is directly associated with men's aggressive behaviours, and to determine whether the experience of men's negative emotions mediates a

proposed positive relationship between the regulation of emotions and men's aggressive behaviours. Implications for research and practitioners into emotion and aggression are discussed, as are implications for Dahl's feedback theory of emotion and emotional intelligence.

Corporate social responsibility: Just another management trend?

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This paper critically examines the literature surrounding Corporate Social Responsibility (CSR) and looks at the explosion of interest in the topic developing over the past decade. It will attempt to trace the development of CSR, in the literature and in application, beginning with the work of the philosopher Adam Smith's "The Wealth of Nations" (1776) and ending in a summation of current practice and theory. In reviewing the current situation of CSR, this paper will attempt to determine the prevalence of modern CSR, both in terms of amount and type of work being done. This study will also elucidate what modern day corporations may be hoping to achieve through CSR and how successful they may have been at doing so. Hence, this review will endeavour to contribute a holistic understanding of CSR while providing organisations interested in CSR with potential practical avenues for implementation.

How to build organisational trust by using a morphological approach to employer branding and culture development

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Organisational trust is popular topic in the literature with much emphasis on defining the interpersonal and intrapersonal elements of trust. The goal of this type of research has been to uncover the key elements of trust in the hopes of then being able to develop organisational development programs to build trust. Although, a courageous task by these researchers, it seems that there is still much debate within the literature on the definition of trust and also the key elements that fit within the multitude of definitions. A better way to address organisational trust is

through employer branding, and strategic culture development. However, traditional marketing approaches to branding and the psychological principles they were derived from are truly outdated. Morphological psychology, the most modern psychology offers an in depth understanding of human interactions with brands. Further, researchers in the area have also empirically identified the six key elements of trust i.e. the key elements of why someone engages with a brand. By taking these elements of trust (i.e. brand trust) organisations can build an employee value proposition (EVP) and employer brand (EB) that when strategically implemented cultivates a culture of trust. The EVP/EB then becomes the foundation within the organisation in fulfilling corporate strategy and in the end profitability. By strategically constructing and implementing (i.e. communicating) a strong well defined EB organisations can attract, engage and retain highly motivated, passionate employees which has a carry over effect in corporate profitability.

Retest effects in personality assessment in a selection context

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Very little published research has investigated score stability and retest reliability of personality measures within an organisational selection context. The present study addressed this issue by examining changes in responses to the HEXACO personality inventory observed within a sample of 356 repeat applicants to fire fighter positions. Test-retest correlations for the six factorial scales ranged from .52 to .71 whereas across the facet scales, correlations ranged from .41 to .69. These results provide early indications that test-retest reliability of personality measures is not significantly compromised within high-stakes settings. Systematic changes in applicants' factor and facet scores were observed, particularly on the traits most strongly related to job performance. Specifically, significant decreases were observed at Time 2 on three Emotionality facets (Anxious, Dependence, and Sentimentality), and the Emotionality factor itself. Significant increases were observed in all four Agreeableness facet scores (Forgiving, Gentleness, Flexibility, and Patience) and the Agreeableness factor itself. Increases were also

observed within three Conscientiousness facet scores (Organised, Diligence, and Prudence) and the Conscientiousness factor itself. Social Boldness, an Extraversion facet, was the only other scale to yield a significant change. Implications of these results will be discussed.

Applicant reactions to job selection procedures: the effects of, priming, feedback and efficacy on perceptions of fairness

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Organisational justice theories suggest that individual reactions to organisational recruitment processes and decisions are a function of both the outcomes (i.e., distributive justice) and of the procedures used in determining these outcomes (i.e., procedural justice; Schmitt & Chan, 1999). The data from three studies are reported from a high stakes employment situation in which applicants completed a range of psychometric instruments. In each case the applicant pool was in excess of 400 with a selection ratio of around 25:1. Perceptions of fairness were assessed before, during and after the hiring decision was made under conditions of differing amounts of process information and outcome feedback. The impact of test performance perceptions were also sampled in order to test for the moderating effect of perceived test performance on outcome reactions. Results indicate that face validity, the perceived adequacy of information and feedback received and hiring outcomes all significantly influence fairness perceptions over the stages of selection. Perceptions of both procedural fairness were found to influence reactions to the outcome of the selection process as well as on-going organisational attractiveness to the rejected applicants. Managing applicant expectations regarding test performance was also found to be influential with regard to perceptions of fairness.

Individual differences in safety behaviour and cognitive error

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Identifying individual differences in safety related behaviours and error has long been a

topic of interest in organisational psychology. The relationship between personality and safety related behaviours was examined across three studies using self and supervisor ratings of safety behaviour and self reported cognitive errors. The studies had dual aims. First, to test the hypothesis that lower order personality facets were better predictors of unsafe work behaviours and error than super ordinate global personality factors. Second, using cognitive resources theory as a guiding framework, the indirect effects of cognitive ability and personality on safety behaviours and outcomes were assessed using a measure of cognitive failure as a mediating variable. The data revealed different facets of emotionality and conscientiousness predicted self reported errors and safety behaviours. No main or interaction effects of cognitive ability and personality were found. The effects of anxiety, a facet of emotionality, were partially mediated by cognitive failures whereas those of prudence and organisation (facets of conscientiousness) were fully mediated. Finally, results showed that conscientiousness and emotionality are antagonistic to each other with respect to cognitive failures, and thus a more complex picture of the relationship between personality and safety is presented than has hitherto been the case.

How to conduct Networked Research: The Australasian Entrepreneur

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Entrepreneurs are an important source of innovation and economic growth in many economies. This insight, along with a shift in research focus towards the individual level of analysis, has generated an increasing literature investigating entrepreneurship. Yet this has includes only a small amount of I/O research in small and medium sized organisations. Such research seems particularly relevant in Australasia where much of the practice of I/O psychologists is carried out in small and medium sized enterprises. In this "how to" session we will outline the development of our initial model of small business entrepreneurship, presenting this as networked research practice, incorporating academics from five New Zealand Universities.

We will present our theoretical model encompassing personality traits, acquired needs and entrepreneurial processes. As well as outlining our progress to date, we will be seeking constructively critical input from our colleagues, particularly those working with small businesses, to see whether our model is sufficiently comprehensive, and to integrate expertise and suggestions from academic and practitioner colleagues. We anticipate that this forum, and our theoretical model, will help illustrate how to conduct networked research, and also provide an opportunity for academics and practitioners to share their perspectives on working with smaller businesses.

"Thy friendship oft has made my heart to ache" Difficulties with workplace friendships

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Research generally supports the notion that a friendly workplace has positive organisational outcomes. The impact on individuals of workplace friendships is less clear-cut however. Given the numerous forms and functions of workplace friendships, the soundness of conceptualising friendships as uniformly positive is queried. This paper explores difficulties that arise from having close friends in the workplace. While some friendships will be valuable both for employees and at the organisational level, factors such as maintenance difficulty, dual role tension, boundary violations and distraction from work mean that having friends within the workplace can create numerous difficulties for employees. Data were collected in an Internet-based survey (n=445). Participants responded to two open ended questions; one asking them to outline the benefits of workplace friendships and the other to outline how these relationships made their work more difficult. Responses from those with close workplace friends fell into four general categories: task related impacts (such as distraction from work), issues around having to discipline or assign work to the friend, conflicts of interest (such as violating confidentiality) and issues of overflow into the work environment or to other members of a team. Implications to theory and practical management of friendships at work will be discussed.

Unintuitive insights that optimise leadership, training, coaching, consulting, and assessment

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Organisational psychologists will attract more credibility, greater respect, better outcomes, and higher fees only if they satisfy two criteria. First, the information they present should not be obvious or intuitive. They need to offer recommendations that diverge from the assumptions and practices that already pervade most organisations. Many applied psychologists, regrettably, offer advice that clients already know but using words they do not. Clients, therefore, disregard the services of organisational psychologists or assume the knowledge of these practitioners is derived from intuition, not science. Second, this unintuitive information and advice must have been substantiated empirically. In this session, we will first present over 200 unintuitive scientific discoveries—insights that explode common myths and underscore ubiquitous misconceptions about how managers should motivate, support, persuade, and recruit employees. Second, we will demonstrate how these startling insights can be applied to enhance the provision of training, coaching, consulting, and assessment. These insights can be applied to foster engagement, enhance innovation, optimise decisions, influence stakeholders, promote rapport, increase sales, improve job satisfaction, promote cooperation, diminish stress, resolve conflicts, and curb prejudice. Finally, we will show how consultancies and other organisations can unearth other unintuitive, unrecognised insights to enhance their reputation and performance.

Personal and economic empowerment in rural Indian women: A self-help group approach

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The United Nations and many government organisations are working together to improve the empowerment of women in developing world countries, with government

initiatives focused on activity promotion to reduce the poverty inflicted on rural women. The present study examines the empowerment of women by addressing two dimensions, economic empowerment and personal empowerment. One hundred women aged between 16 and 65 years, participating in self-help groups from two rural Indian villages took part in the study. The women were generating income for themselves and their family through participating in self-help groups to produce appliqué products for sale both locally and internationally. Both quantitative and qualitative data were gathered through self-report surveys and interviews with the analysis yielding contradictory findings. The quantitative data found that working women report moderate to high levels on collective efficacy, proactive attitude, self-esteem and self-efficacy with no significant reporting of psychological distress. The examination of the qualitative data revealed positive appraisals of self-worth, purpose and independence and negative appraisals of pressure, challenge and stress. The implications of these findings and the importance of this study are discussed.

Stress and work-family conflict among Indian migrant men in Australia

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Culture is critical to understanding stress and work-family conflict for immigrant families living in Australia. Traditional gender roles have become less relevant in Western societies. However, Indian fatherhood roles are shaped by a long venerated cultural tradition. To test whether this is true for Indian immigrant men, they were compared with their Australian counterparts. Participants were 19 Indian-born fathers each matched with an Australian-born father in the same area of work and same level of responsibility. Data were gathered from the men to see if they differ from my previous research on culturally different women. Standardised measures of job satisfaction, job stress and work-family conflict were used along with a survey about house work. Results were analysed using independent samples t test and chi-square. Analysis of the results showed that there were no significant differences between Indian and Australian men in aspects of work-family conflict and job stress. Perhaps, the Indian men had

adapted to the 'Western' culture. However, they did differ on aspects of job satisfaction. The implications of these as well as the previous findings can help to understand 'Crossover', especially in dual-career immigrant couples.

Designing work environments that work

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The work environment can encourage or discourage user behaviours and can impact on worker efficiency and satisfaction. Given this, it is important to consider how the design of a workspace can assist in facilitating HR initiatives, such as organisational change, as well as work productivity and efficiency. A review of the research literature suggests that workplace design is seldom considered by practitioners working in the field of organisational psychology and human resources. This paper recommends a methodology for assessing work environments, which will provide adjunct information to traditional job analysis techniques and improve the alignment between the job and the environment in which it is performed. The anticipated result of this improved alignment is an increase in productivity and workplace efficiency, as well as an increase in worker satisfaction with their environment and job.

"You don't know the power of the dark side"

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So said Darth Vader at the end of Return of the Jedi, and we all know what happened to him. In real life, as in fiction, evil characters and flawed heroes make for interesting reading, and history, as well as the business literature, is littered with tales of villains and scoundrels whose early success was followed by their eventual demise. The aim of this presentation is to consider a number of case studies illustrative of toxic boss syndrome and consider its implications for organisational psychology. The paper focuses on those leaders who in past and more recent history can be considered to have risen to the top of their respective domains of expertise but failed, all as a result of what might be described as the dark side of their personality.

Applicability of O*NET in Australia

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The current research aimed to assess how well the Occupational Information Network (O*NET), an extensive on-line database of occupational information developed by the U.S. Department of Labor, could be applied in Australia. In the past the Australian Standard Classification of Occupations was designed to parallel the U.S. Dictionary of Occupational Titles, but it is not clear that the same effort will be put into developing an Australian version of O*NET. Further, given the ease of access to O*NET over the web, there will no doubt be a strong temptation to simply access the U.S. system. To assess the applicability of O*NET in Australia, 59 incumbents from 41 occupations rated their jobs on one aspect of O*NET, the Generalised Work Activities. Significant differences were found between Australian scores and means contained within the O*NET database. Although this represents only one small part of O*NET, the Generalised Work Activities form an important core of work related information and our results suggests that O*NET should not simply be applied to Australia without further local validation.

Air pollution: Its effects on psycho-physical wellbeing of coalmine residents

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This study reports the air quality status of particulate matter and the causal impact of air pollution on psychological well being and respiratory health implications of coalmine residents. The target population comprised of 82 couples with age group of 30 to 50 years from Pathakhera Western Coalfield Limited (WCL), India. The Cornell Medical Index Health Questionnaire (CMIQ), and St. George's Respiratory Questionnaire (SGRQ) were used. The results shows that the respiratory illness has positive correlation with cardiovascular illness, nervous illness, depression and anxiety it also indicated that the frequency of physical health illness, depression, sensitivity and anger were also associated with long-term average ambient Suspended Particulate Matter (SPM), and respiratory health impairment (i.e., cough,

phlegm, hospitalisation for respiratory diseases). It is concluded that resident of Pathakhera WCL Zone I and IV which had quite high SPM level, have significantly more symptoms of cough, phlegm, wheeze and obstructive defects as compared to Pathakhera WCL Zone I and IV which had all air pollutants within the permissible level.

Group level helping and individual effectiveness in air traffic control

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Theorists have suggested that citizenship behaviours such as helping co-workers can benefit the organisation by increasing the task performance and effectiveness of the people who have been helped. While this mechanism is intuitive, it has not yet been fully developed as a theoretical model, or directly tested empirically. In this paper we present a model that links group levels of helping with the work effectiveness of individual group members. We tested this model in a sample 1067 Australian Air Traffic Controllers (ATCs) in 45 work groups. Multilevel analyses showed that group levels of helping were associated with the effectiveness of individual ATCs. Specifically, ATCs in groups characterised by high levels of helping were more likely to achieve highly efficient traffic flows compared to ATCs in groups where only low levels of helping occurred. These results were obtained when controlling for factors such as ATC tenure, group size, traffic volume and traffic complexity. The results suggest that citizenship behaviours such as helping can be meaningfully linked to the effectiveness of individuals. The results are discussed in terms of their place within broader theories and models linking citizenship behaviour to organisational effectiveness.

Consequences of psychological contract breach for the employment relationship: Evidence from a Malaysian organisation

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In this paper, we examined the effects of psychological contract breach on employees'

attitudinal and behavioural work outcomes. We also investigated the role of equity sensitivity and felt obligation to reciprocate in the psychological contract dynamics. This paper contributes to the literature by explicitly measuring social exchange (as represented by felt obligation to reciprocate) as a mediator in the link between psychological contract breach and employee outcomes. One hundred and fifty nine employees in a manufacturing organisation in Malaysia were surveyed. Regression analyses revealed that psychological contract breach was negatively related to in-role performance, personal initiative, and organisational commitment; and positively related to employees' withdrawal behaviour. Moreover, hierarchical multiple regression analyses supported the mediating role of felt obligation in the association between breach and work outcomes. The results also showed that equity sensitivity moderated the relationship between breach and felt obligation. Specifically, the negative relationship between breach and favourable work outcomes was stronger for Entitled-oriented individuals as compared to Benevolent-oriented individuals.

Persuading purchasers of our value

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A survey of existing market representations and discussion with clients of organisational psychologists' services shows a gap between what we offer to do and what they think they need or get. Closing the gap means the work of organisational psychologists is seen more clearly, which reduces effort needed to promote work, increases likelihood of good fees and helps our clients explain our value to their colleagues. The forum starts with two views, what matters to clients and what is offered them. Together we investigate the difference in expectation between a purchasing client organisation and the direct user of the services, the difference between what clients think they'll get (and why it matters to them) and what clients think they got (and why, sometimes, it doesn't matter to them). We will look at trade-offs made by managers between business results and staying comfortable: in purchase decisions, their perceptions of may be more important than our technical merits. Forum participants will review previous experiences and attempt clearer expressions of the results they

expect their clients to receive, how these can be observed and what these are likely to be worth to the client – in financial, operational or emotional terms. You will leave focused on your clients' most important question, "What is it you can do for me?"

Developing and testing a structural model of the relationships between temperament, character and a number of workplace outcomes

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The purpose of this research was to assess and develop a well known general, but clinically focused, model of personality in the prediction of work outcomes. The model, proposed by Cloninger, Svrakic and Przybeck (1993) explains personality using neuropsychology and social cognitive theory and is highly relevant to research focusing on individual behaviour in the workplace. In this research, we develop and apply a theoretically richer derivation of Cloninger's model across three studies. Study 1 explores the proposed model from a theoretical perspective, and tests a structural model of the relationships between Cloninger's scales and several indicators of workplace performance. Study 2 compares the proposed model to the popular Big Five model of personality in the prediction of Motivation to Lead. In study 3, the generality of the model is tested by substituting Cloninger's scales with the most similar of Eysenck's scales of personality. In all studies, results support our proposed structural model of the relationship between temperament and character and suggest the model is useful in the prediction of workplace outcomes.

Relationship between spillover, psychological involvement, time demands and well-being in work and 'non-work' domains

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An online survey was administered to 938 New Zealand local government employees (54% female), to examine whether spillover from 'nonwork' to work contributed to individuals' well-being. Both positive (facilitation) and negative (conflict) spillover from two 'nonwork' domains (family and personal care activities) to

work were investigated. The survey also assessed psychological involvement (in work, family and personal care activities), time devoted to each domain, and self-reported well-being in each area. Levels of nonwork-work facilitation were moderate and significantly higher than non-work-work conflict, and well-being was generally moderately high (although greater for the family and personal care domains than for work). Correlations suggested that there were significant positive relationships between (a) psychological involvement in the nonwork domains and levels of facilitation from these domains to work, (b) time invested in family and personal care was not linked with greater nonwork-work conflict, and (c) nonwork-work facilitation was associated with higher well-being. Mediation analyses indicated that psychological involvement (in family and personal care) increased facilitation with work, which in turn enhanced well-being. These findings illustrate that involvement in nonwork activities can have positive benefits for work-related behaviour and well-being. Practical implications for organisations are discussed.

Returning to work after childbirth: Implications for work-family spillover, satisfaction and general well-being

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Interviews were conducted with employed new parents in Australia (26 female, 14 male) and New Zealand (31 female, 10 male) to explore experiences when they returned to work following the birth of a child. Predominantly qualitative questions examined the extent of work-family spillover (both positive and negative), levels of job and family involvement, strategies used to balance work and family responsibilities, the levels of support received from family members and from their organisation, job and family satisfaction, and overall health and well-being. Content analysis of responses indicated that respondents had both positive and negative experiences when they returned to work, although Australian respondents reported somewhat higher levels of conflict than did their New Zealand counterparts. This may be attributed to differential access in two countries to family benefits (e.g. parental leave). Most respondents reported positive effects on their life satisfaction and well-being, although

adjustment difficulties in balancing work and family responsibilities were mentioned frequently. Stress appeared to emanate primarily from job demands rather than family responsibilities, hence there was greater work-family than family-work conflict. Having a supportive family and a supportive organisational culture was seen as a major contributor to enhancing work-family balance. Implications for both individual coping and organisational strategies will be discussed.

Planning inflexibility: An experimental study involving experienced wildfire instructors

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One of the potential threats to safe fireground decision making that emerged from our field interviews with firefighters was 'planning inflexibility', a reluctance to change firefighting strategy as events unfold. Traditionally, controlled experimental investigation has proved particularly useful for understanding the mechanisms involved in human decision making 'error'. However, the controlled experimental investigation of decision making in complex emergency settings represents a considerable challenge to human factors psychologists. In this paper we report the use of the Networked Fire Chief (NFC) firefighting simulator to investigate the extent to which expert firefighters demonstrate inflexibility in their planning. Twelve experienced wildfire instructors participated in NFC-generated scenarios in which the pattern of multiple fire initiation was such as to require a significant change from the initial strategy. Data were obtained that suggest a general reluctance to abandon a current course of action, even when the need to do so is acknowledged -resembling a 'sunk cost' bias. In addition to illuminating an important source of error in complex decision making task environments, the findings suggest that NFC is a useful tool for the experimental study of decision making in realistically complex contexts in general.

Influence of mentoring and organisation politics on career development: A case study of workers in South-Western Nigeria

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The study was designed to investigate the influence of mentoring and organisation politics on career development of workers in the south-western Nigeria. 300 workers randomly selected from 12 organisations in south-western Nigeria participated in the study. They comprised of 150 female and 150 male workers. Their age ranges from 18 years to 58 years. The independent variables considered in the study are sex status, marital status, age, mentoring and organisation politics, while career development is the dependent variable. 3 instruments (questionnaires) namely, Perceived Mentoring Experience (PME), Perception of Organisational Politics Scale (POPS), and Career Development Scale (CDS) were used to generate data from the participants. Three hypotheses were tested using Analysis of Variance (ANOVA) and results shows that sex status, perceived mentoring and organisation politics are predictors of career development while marital status and age does not predict career development among Nigerian workers in the south-western region. Furthermore, results revealed that marital status and perceived mentoring does not have interaction effect on career development. Also, no interaction effect was found in sex status, marital status and organisation politics on career development, but sex status, age and perceived mentoring significantly interact to affect career development. Recommendations were made in line with the results of the study.

Relationships between gendered work culture and occupational stress: What's love got to do with it?

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The social rules and value systems operating in organisations predominantly favour dominant forms of masculinity. For women, who identify with femininity, individual and organisational value systems could conflict resulting in an increased likelihood of marginality. This value incongruence can have

detrimental consequences for individual and organisational well being. A study was conducted with two medium sized companies to investigate what happens to women who work in predominantly 'masculine' organisational cultures and what are the determinants of occupational stress and satisfaction for these women. Results suggested that the factor that discriminated these organisations on levels of marginality appeared to be the existence or non-existence of values and practices in the organisation that embodied femininities. For women, high marginality along 'feminine' dimensions was a predictor of decreased career satisfaction, and increased occupational stress. In particular, a dimension that measured 'nurturance' was a particularly strong predictor. The implications of these findings for organisational change management and health promotion programs are discussed.

Withdrawal of treatment in an adult Intensive Care Unit (ICU): The impact of an Advance Care Plan document

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The objective of ICU is to save the lives of critically ill patients. Despite the intensity of treatment 15-20% of patients die, the majority following withdrawal of treatment. Decisions to withdraw treatment involve a process of communication and consensus between ICU medical and nursing staff, parent clinics, other relevant ICU staff and the patient and/or carer. Advance Care Plans (ACP) are intended to standardise documentation of this process. This study investigated the impact of an ACP on the documentation of the decision, discussion and consensus for the withdrawal of treatment for ICU patients. Conducted in the ICU of a large tertiary referral and teaching hospital, the investigation involved a before/after design, with review of patient medical records and ICU medical staff interviews. Results from review of patient medical records revealed the ACP was not widely adopted in the ICU, however significant changes in content of medical record documentation were found. Staff interviews revealed limited staff commitment to the ACP, indicating issues with development, implementation, and issues of collective experience due to past failures. Findings suggest

that even change for an important and frequent process such as withdrawal of treatment in ICU patients, implementation of a formalised ACP can be difficult.

The stress-buffering effects of control on task satisfaction and performance: An experimental study of the moderating influence of desire for control

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The purpose of the present study was to examine the extent to which Desire for Control (DFC) interacts with experimental manipulations of demand and control, and the consequences of these interactions on affective task reactions (e.g., task satisfaction, task mastery, and task performance perceptions) and objective task performance. It was expected that the proposed stress-buffering effects of control would only be evident for individuals high in DFC. Moreover, it was anticipated that control may have a stress-exacerbating effect for those low in DFC. These hypotheses were tested on a sample of 137 first year psychology students who participated in an in-basket activity under conditions of low and high demand and control. Results revealed that, overall, those high in DFC rated higher levels of satisfaction, mastery, and performance. However, DFC interacted with control such that those high in DFC rated higher task satisfaction when control was high. Moreover, the proposed stress-buffering effect of control was only found for those high in DFC and a stress-exacerbating effect of increased control was evident for those low in DFC on task performance and task mastery perceptions. Future research directions and the implications of these findings to applied settings are discussed.

Including a 'midpoint' option in responses to an organisational climate survey: Does it affect scores, data quality or respondent satisfaction?

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The present study contrasted responses to 5-point (with midpoint) and 4-point (with no midpoint) Likert-type scales. Using responses

from 321 participants completing an organisational climate survey, the study explicitly examined respondent preferences for response scale format, as well as examining psychometric qualities of the climate survey using the different formats. Results showed that respondents prefer scales that include a middle-point, and that preferences are affected by the experience of using the midpoint. While there were no differences found between the comparable mean scores and distributions for the two response scale formats, organisations need to be aware that commonly reported statistics, such as an 'agreement' score, vary substantially depending on the response scale used. There were no differences found between reliability and validity coefficients for the variables measured in the climate survey. However, in regression analyses the 5-point scale allowed greater discrimination between predictor variables, suggesting it captured greater independent variance.

Organisational factors affecting work/life balance

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Although regaled as the latest key to retaining staff, previous work by the current authors has shown that work/life balance bears little relationship to employees' engagement and intention to stay with organisations. Moreover, these results were surprisingly consistent across individual variables such as age, gender and family structure. Instead, results indicated significant organisational influences, such as a 'long-hours' culture and organisational climate factors of safety, wellness and support for diversity. As an issue of corporate responsibility to employees, families and communities, the present study extends this research by investigating the impact of other organisation-level variables on employees' satisfaction with work/life balance in a sample of over 1500 organisations. Differences in work/life balance are also reported across countries, sectors and industries. Results are consistent with the previous research showing a positive relationship between work/life balance and Occupational Health & Safety, teamwork and merit-based promotion. Performance-based pay and a unionised workforce were negatively related to work/life balance. Better work/life

balance was also more likely for job positions facing a shortage of skilled labour.

The theory of planned behaviour as an explanation of apprentices' alcohol and marijuana use at work

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The theory of planned behaviour was applied to an examination of apprentices' drug use at work. A two stage survey was administered to 319 building trades apprentices aged between 16 and 24 years. Approximately 25% (n = 79) reported consuming alcohol during work hours and approximately 16% (n = 52) reported using marijuana during work hours. Structural equation analysis supported a planned behaviour model of workplace drug use. The planned behaviour model accounted for 32% of the variance in alcohol use intention and 35% of the variance in alcohol use behaviour. Similarly, the planned behaviour model accounted for 50% of the variance in marijuana use intention and 51% of the variance in marijuana use behaviour. However, while subjective norms, individual attitudes, and perceived behavioural controls all played a role in predicting alcohol use intention and behaviour, only individual attitudes and perceived behavioural controls predicted marijuana use intention and behaviour. These findings are consistent with previous research and indicate subjective norms play a more important role in licit drug use compared to illicit drug use. These findings have important implications for the design and implementation of interventions designed to reduce alcohol and other drug-related harm in the workplace.

The relationship between work stress, job satisfaction, and turnover intention among Australian specialist alcohol and other drug workers

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It is widely recognised that human service workers are susceptible to work-related stress.

However, to-date, no empirical data concerning the Australian alcohol and other drug (AOD) workforce has been available. To address this, a national study was conducted to determine levels of work stress and job satisfaction among Australian AOD workers. In addition, relationships between work stress, job satisfaction, workplace factors and workers' intentions to quit were examined. A total of 1,345 workers employed at 369 AOD treatment services across Australia responded to the survey. Although the majority of these workers were satisfied with their jobs, one in five reported above average levels of stress. One in five workers also expressed intentions to leave the AOD field. Significant predictors of higher turnover intention were low job satisfaction, high work stress, low workplace social support, and low pay satisfaction and perceived pay equity. This exploratory study was the first attempt to collect empirical data on levels of stress and job satisfaction among the Australian specialist AOD workforce. As such, the findings have important implications for future research and for the development of strategies to improve the well-being of specialist AOD workers in Australia.

EAP experience and conclusions regarding perception of work stress in nurses

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Historically, individual level interventions such as counselling have been provided by Employee Assistance Providers (EAPs). Organisational and group level interventions for prevention of workplace stress and injury have in the past been relatively overlooked by EAPs, but are now also regularly provided. Although research indicates that the introduction of EAPs usually result in an improvement of employee and organisational well being, programs can only be effective when they are tailored to the organisation and when services are integrated with the organisation's values and needs. In most metropolitan hospitals nurses comprise the largest proportion of staff. Employee Assistance Providers of the hospitals sampled routinely utilise individual, group, and organisational level interventions in response to organisational challenges, with a large percentage involving nursing staff. Using individual interviews and group interaction methodology under a relativist

framework, 8 consultants of two EAPs were interviewed in order to provide accounts of their experience and conclusions concerning prevention and cause of work stress, and thematic analysis used to establish themes. The need for education of nurses in self-care was a primary theme, while major sub-themes included history of self-care in the nursing profession, barriers to self-care, self-care at an individual and team level, EAP involvement in the facilitation of self-care, the impact of organisational culture and change on nurse self-care, and implications for self-care in nurse training.

Turning theory into workable practice

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One of the most common questions facing practising organisational psychologists is how to turn theory into practice. Theoretical approaches abound on such aspects of the IO Psychologists' work as leadership, organisational effectiveness, work design, assessment, competencies, managing change, and so on. Some of these theories are derived empirically, others based on experience, while some are drawn from armchair reflection. Although research has supported some theories, others have only equivocal support. The critical issue remains, however, how do these theories translate into workable and useful practices that assist organisations and the people who inhabit them become more successful? This Practice Forum will present a number of actual case studies, from projects with which the presenters have been closely engaged, in a way that illustrates how this transition from theory to practice can be made. In an interactive session, participants will be presented with the issues/problems/situations faced by the practitioners in each case; have an opportunity to discuss how particular theories might be applied to these scenarios; and hear from the presenters about what was actually done in each instance to apply the theory to help find a solution for the client. It is intended that there will be ample time for discussion between participants and presenters during the final section of the forum.

Holistic diversity: Taking a global perspective

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As the field of diversity matures, diversity scholars and practitioners have sought broader and more holistic approaches to the study and practice of diversity. In the past, diversity was viewed through the narrow lens of race and gender, but this lens has expanded to include religion, sexual orientation, disability, age, class, physical appearance and other dimensions. Similarly, traditional perspectives view diversity as an individual attribute and fail to consider the broader societal context in which diversity occurs. These narrow perspectives limit both the practice and study of diversity. This presentation offers new insights into holistic perspectives on workplace diversity. Instead of viewing diversity in isolation, holistic perspectives acknowledge that diversity is embedded within multiple contexts involving relationships, groups, organisations, and communities. Using a broader lens, this perspective emphasises that organisations are embedded within local and global communities, and that a complete understanding of organisational life necessitates a complete understanding of life outside the workplace. This offers the view that individuals need to be viewed in terms of both their work and non-work experiences, that organisational walls are permeable, and that external factors in global communities spillover to affect workplace experiences in complex and understudied ways. This presentation will stimulate and broaden our perspective on the nature of diversity within a global context.

The influence of personality in the utilisation of work-family coping strategies

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While research has shown that individuals' personality influences the occurrence of work-family conflict, little is known about the means by which individuals manage work and family roles, specifically how personality can influence the types of strategies used. This study aimed to investigate individuals' use of specific

work-family coping strategies (e.g. active role management, partner support, tension reduction, cognitive restructuring, friend and relative support, workplace support, and reducing personal role demands; from Middleton's (2004) Individual Work-family Coping Questionnaire), and how the Big 5 can offer explanation to their use. Data was collected quantitatively using a convenience sample of 335 adults. Regression analyses showed that extroversion predicted individuals' use of role management, partner support, friend and relative support, cognitive restructuring, and workplace support. Neuroticism predicted less use of role management and reducing personal demands. The use of tension reduction was predicted only by openness to experience. Agreeableness predicted less use and conscientiousness predicted use of role management. The research offers implications to organisations to recognise that strategies targeting work-family conflict may not 'fit all' and should be diverse in recognition of dispositional factors.

Occupational Stress and a Functional Area of an Organisation

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This study analyses the relationships between a relationship between occupational stress and a functional area of an organisation. In this research paper it was checked that long working hour leads to stress and also other relations between job security and stress is correlated. The study is essentially a correlation study. A randomly selected sample of 30 private and public organisations. The alpha reliability of the scale was calculated which was significant. Results show that it shows that job insecurity and stress were significantly positively correlated. It also shows that long work hours and stress were significantly positively correlated and there is a more stress in Human resource, IT as compare to accounting and marketing departments.

The role of leader-member exchange in the psychological contract breach and subordinates' performance: convergent evidence from cross-sectional and longitudinal studies

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In this paper, we addressed the call for empirical-based examinations of the psychological contract breach – leader member exchange (LMX) relationship. It contributes to the literature by linking the two streams of literature, proposing and testing the mediating role of LMX between psychological contract breach and employee performance. Data collected from two organisations (a private manufacturing organisation and a public sector organisation) provided support for the hypothesised relationships. In general, LMX mediated the relationship between psychological contract breach and supervisor-rated in-role performance and OCB dimensions. In Study 2, we replicated these results. We also found that LMX mediated the relationship between breach of relational obligations and supervisor-rated promotability ratings (Time 2) and actual promotion (Time 3). Practical implications and directions for future research are discussed.

Turnover Intentions: The mediation effects of job satisfaction, affective commitment, and continuance commitment

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Retention and productivity levels of a workforce are one of the essential ingredients for organisations to prosper in today's competitive business environment. Turnover intentions of the workforce are an important consideration for managers of organisations, employees, families, and communities alike. This study investigated a comprehensive model of turnover intentions that predicted relationships of turnover intentions with two proximal predictors (job satisfaction and organisational commitment) and five distal predictors (organisational justice, work strain, work overload, work-to-family conflict and family-to-

work conflict). A questionnaire was completed by 114 participants of a large health organisation in New Zealand. Job satisfaction, affective commitment, organisational justice, work strain and family-to-work conflict were correlated with turnover intentions. Mediated regression analyses demonstrated that job satisfaction and affective commitment mediated relationships of justice, work strain, and family-to-work conflict with turnover intentions. Building a knowledge base on what causes an employee to choose to leave an organisation gives organisations the opportunity to curtail voluntary turnover and/or to manage the turnover process more effectively. Aspects of the work environment and employee retention strategies can then be created. Given the high turnover in the health sector this research provides valuable information that that managers need to foster job satisfaction and affective organisational commitment to reduce turnover intentions within their organisation. Conclusions of the study will be presented in terms of its practical implications to organisations, and their employees.

Framing diversity to gain competitive advantage: The role of diversity perspectives in recruitment advertising

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The past two decades have witnessed a seismic shift in workforce demographics. As a consequence, organisational efforts have been directed towards managing this diversity in order to remain competitive, often in spite of being able to articulate the specific approach that these efforts will assume. The aim of the current study was to investigate the effects of varying approaches to diversity on job seeker outcomes. Recruitment advertising is one method organisations use to demonstrate their commitment to valuing employee differences. Early research has suggested that diversity messages in recruitment advertising lead to higher ratings of organisational attraction. Utilising an experimental design, 183 participants were randomly assigned to one of three advertisements for a fictional graduate position. The three advertisements were based on Ely and Thomas' (2001) diversity perspectives that guide an organisation in how it manages diversity: (1) discrimination and fairness, (2) access and

legitimacy, and (3) integration and learning. To date, little empirical research has explored the differential effects of these perspectives. Significant interaction effects found that traditional majority employees (males and ethnic majorities) are less attracted to and view as less fair, organisations that explicitly detail efforts to better utilise the skills of minorities.

Protecting the protectors: enhancing the health and wellbeing of Victoria Police

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Victoria Police has applied the Organisational Health Framework as an approach to delineating how key, individual factors and organisational factors interact to determine employee wellbeing and organisational performance. This presentation focuses on this approach, following analysis of research that has investigated the applicability of this model across policing organisations, including the internal initiatives of Victoria Police. In the last five years, Victoria Police has been extremely active in the pursuit of programs, strategies and interventions which will impact positively upon the levels of wellbeing within the organisation. However, in order to effectively and more efficiently target our strategies, we recently sought to identify the determinants of employee wellbeing as it pertains to Victoria Police and expressed as measures of discretionary performance and withdrawal behaviour intentions. Under the Framework, resulting improvement in individual reports of wellbeing is expected to improve the organisation's capacity to deliver upon its service and strategic business commitments. This presentation also discusses research which links employee wellbeing to other performance related outcomes, and provides an overview of the major practical implications stemming from this research.

Personality and motivation: What is the relationship between personal style and what motivates you?

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Previous research has clearly identified individual differences in personality and

motivation as important factors affecting job performance, turnover intentions, and goal setting behaviour. The aim of the current research is to explore the relationship between these two variables and to assess the importance of these linkages. Participants were male and female employees (N = 265) from moderate to large Australian organisations. It was expected that personality and motivation would be linked, such that motivational factors that were most congruent with personality traits would be identified by the individuals as more motivating. Results provided good support for most of our hypotheses. Practical suggestions for using this combination of information to enhance person-job fit and person-organisation fit are provided.

Organisational commitment: Role and extent of contribution in physical and mental health

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The study examines the extent to which organisational commitment can contribute to the prediction of physical and mental health beyond the contribution of job insecurity and other influential individual variables. The present study also examines the level of perception of job insecurity between contract and permanent employees and its impact on physical and mental health. The study was conducted on 130 middle level managers of one of the leading government owned communication organisations, Pakistan Telecommunication Company Limited (PTCL). Data were collected by questionnaires; based on Job insecurity, organisational commitment and general health questionnaire (GHQ) observing proportionate stratified random sampling design. The data were analysed by applying parametric tests including t-test, ANOVA and multivariate hierarchical regression analysis. The results show significantly higher GHQ and organisational commitment levels among permanent employees. Organisational commitment made a statistically significant ($p=.001$) incremental contribution to the prediction of GHQ scores beyond the step 1 variates comprised of sex, job nature, level of experience and job insecurity. Practical implications of study, limitations and recommendations for future research are made.

Empowerment and organisational effectiveness in Indian public and private sectors organisations: A comparative study

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This study followed a 2x2 factorial design of research by focusing on personal effectiveness and managerial effectiveness experienced and perceived by executives working in public sectors and private sectors (four subgroups, N= 400). Standardised measures like Empowerment Scale, Organisational Culture Profile and Organisational Climate Scale, Sharma, 1987 were used to assess all these facets. The findings indicate that there are significant differences among the executives in all the four subgroups across sectors with regard to different facets of empowerment, organisational culture and climate perceptions. In both public and private sector industrial organisations, empowerment was experienced more compared to executives working in the service sector organisations. Executives in the private sector perceived less bureaucratic organisational culture and preferred a technocratic and entrepreneurial profile. Organisational climate was perceived more positively by the executives in the public sector than the executives in the private sectors. The findings have also indicated a trend towards a kind of desirable relationship between empowerment and organisational effectiveness. Empowerment seemed to be influenced by both organisational culture and organisational climate. Further, personal effectiveness and managerial effectiveness proved to be contributing to organisational effectiveness.

Effects of Stress, Anxiety and Job Burnout in Commitment to Work: a Comparative Study of Public and Private Sector Managers

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In today's competitive and global marketplace, maintaining a competitive advantage by becoming a low-cost leader or a differentiator puts a heavy premium on having highly committed or competent workforce. Managers today must juggle the tasks of monitoring performance, managing incremental innovation, and leading revolutionary or discontinuous change efforts. A clear understanding of the

drivers of performance, innovation and change is required to manage human capital in today's competitive environment. This research work explored the degree of commitment and involvement in work, anxiety and stress in job and job burnout amongst managers belonging to both public and private service sectors organisations. 200 samples were selected randomly from banking and telecommunication sectors. Standardised measures like Job Involvement scale, Anxiety and Stress Scale, and Burnout Inventory and Interview Schedule were taken into consideration. A comparative paradigm was adopted to find out significant differences amongst personnel working in both public and private sector organisations. Levels of significance were studied by using t-Test. It was found that there are significant differences amongst managers working both public and private sector organisations. Managers belonging to private sector organisations were more involved in their job than managers belonging to public sector organisations, there were no significant differences with regard to anxiety and stress in their job. Further it was observed that job burnout was more in case of managers belonging to public sector organisations.

Predictors of career success in the boundaryless era in Malaysia: Does gender matter?

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The need to have well-balanced human capital at decision making levels becomes more crucial as organisations face complex challenges. More women are progressing into management but they seem to stop in the middle management echelons. Men are more inclined to be promoted to higher levels of management with more challenging jobs and power equated as achieving career success. There are more similarities of predictors of subjective success between the genders compared to objective success predictors. Preliminary interviews were conducted with 20 individuals who are considered successful in terms of managerial position in Malaysia. Women's focus was on the need to balance work and family whereas men focused more on earning high wages. This paper hopes to go a step further to explore whether in the boundaryless era (with the onset of globalisation), does gender matter when predictors of success are determined. Using the

theoretical perspective of career mobility as introduced by Turner (1960), can career mobility in the boundaryless era be explained via the contest mobility and the sponsored mobility framework? The findings from this working paper may have bearings on balancing gender human capital in top management, gender employment sensitisation policies, and total human resource planning and practices.

Weighing up the outcomes and costs of working through illness: implications for mental health promotion

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There is increasing recognition that a significant proportion of lost productive time from depressive and anxiety problems occurs from attending work when sick (presenteeism), rather than absenteeism. Presenteeism can have both positive and negative consequences for the employee and their employer. This may be especially so for persons with mental health problems, who may value the routine and support from continuing to work, at the expense of lowered productivity while on the job. This study addresses the questions of how to determine when employees should be encouraged to continue working when sick, and how to balance the potential competing demands of employer and employee. Illustrative data are taken from a prospective self-report survey with call centre workers in South-East QLD (baseline N=432), using standard measures of DSM-IV depression/anxiety symptoms, absenteeism, presenteeism, and psychosocial work environment. At baseline, presenteeism was associated with mental health problems, a perception of effort-reward imbalance, and job insecurity. Presenteeism increased the risk for incident mental health problems, and tended to increase the proportion of lost productive time due to presenteeism at 6-month follow-up. The implications for mental health promotion will be discussed, with consideration for different types of employment settings (e.g. casual employees, small business).

Applying organisational theory to extreme environments

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This study examined the implications of person-culture fit for people working in isolated and remote organisational settings. Using a sample of 117 Antarctic personnel, this study examined the extent to which psychological need fulfilment and value congruence were equally important in predicting employee attitudes, including overall satisfaction, intent to return, willingness to recommend and actual return. Results show that psychological need fulfilment and value congruence affected overall satisfaction. Demographic variables were also related to outcomes. Results suggest that intention to return and willingness to recommend an organisation may be less relevant as outcomes in organisations in isolated and extreme settings. The results attest to the need for further development of organisational theories, including person-culture fit theory, using data collected from organisations in isolated, confined and extreme environmental contexts.

Employee proactivity moderates effects of work design on strain and innovation

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We expand Karasek's (1979) Job Demand-Control model to examine the moderating effects of proactive personality and role breadth self-efficacy (RBSE). These two different approaches to employee proactivity have the potential explain when control moderates the impact of job demand on such outcomes as employee strain and innovation. Data from 112 Australian employees showed higher demands were associated with more strain and suggestions, while higher control was associated with more suggestions and their implementation. RBSE interacted with work design such that control reduced the impact of demands on strain for those higher in RBSE; however, among such people low control and low demands were particularly detrimental for idea implementation. Similar effects for proactive personality indicate the influential role of proactivity on the effects of work design.

A survey on family-friendly employment policies and practices (FEPPs) in Hong Kong

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Working long hours is getting more common in Hong Kong, and this is detrimental to achieve work-family balance. The unresolved increase in work-family imbalance points to the value of and need for the various available "Family-friendly Employment Policies and Practices (FEPPs)". A total of 653 (59.1% were females, 37.1% were males, 3.8% unidentified) employees from 17 companies completed a self-administered questionnaire. The results show that working hours were positively related to perceived work stress, physical/psychological symptoms, turnover intention, work-family imbalance, and family dissatisfaction. Many of these relationships were stronger for female employees. The results of the survey among employees clearly demonstrated a strong support for wider adoption of FEPPs and the range of benefits that FEPPs might bring to both the organisations/companies and the employees. Furthermore, employees who considered the employment policies and practices of their companies as "family-friendly" versus those who did not think so revealed that the former group had reported: less perceived work stress, higher job satisfaction, fewer physical/psychological symptoms, less work/family imbalance, more family satisfaction, less turnover intention, and less absenteeism. Supervisor support to family demands was also found to be negatively related to perceived work stress and physical/psychological symptoms, but positively related to family satisfaction.

Evaluating the impact of corporate social responsibility programs

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This paper critically reviews and analyses the empirical literature relating to Corporate Social Responsibility (CSR) programs and the impact they have on the attitudes and behaviours of consumers. Given the increasingly important and influential role that corporations are playing in society, this review considers the contrasting

arguments as to whether a well designed and implemented CSR program has any impact. In doing so, this review improves our understanding of the importance of corporate socially responsible action and furthermore, identifies gaps in the field of CSR research that need to be addressed in order to help organisations more effectively adopt CSR programs.

Stress and help-seeking for citrus growers in the Riverland of South Australia

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The current climate of the Riverland South Australian citrus industry has resulted in many growers experiencing extreme financial pressure. Previous research investigating primary producers highlighted strong links between stressors and adverse mental health outcomes. Many barriers to help seeking have also been found. Citrus growers' occupational health has not been studied separate from other primary producers. This qualitative study investigated the stress and help-seeking experiences of 16 Riverland citrus growers. In depth interviews revealed that stressors such as adverse weather events and financial hardship had negative impacts on wellbeing. The problem is many stressors are not controllable, and alleviation of strain from mental health professionals is uncommon due to barriers preventing help seeking. Findings add to knowledge in occupational health psychology, and built knowledge for citrus growers by proposing a specialised model of occupational health. Results also highlight a practical need to improve delivery and promotion of health services to facilitate help seeking such as: being sensitive to how mental health is discussed in promotion, providing more local health carers (not necessarily medical professionals), providing opportunities to associate with peers, anonymous help seeking, more mental health education, including mental health specialised services alongside other health services, and prioritising affordable services.

Knowledge development and content in occupational health psychology: A systematic analysis of the Journal of Occupational Health Psychology

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The changing nature of work and multi-level influences from the external context (e.g. economic, social forces), organisational context (e.g. management structures), work context (e.g. job characteristics) and individual context (e.g. motivation) on employee well-being should guide research and development in occupational health psychology (OHP). We assessed the scope and content of knowledge development in OHP by analysing systematically 10 years of publications (431 publications) in the Journal of Occupational Health Psychology. We found OHP research focused on low level contextual influences (Individual, 29%; Work, 53%; Organisational, 16%; External, 3%). Most studies were observational and cross-sectional, rather than interventional or longitudinal. Most were located in western settings and developed nations (North America, 63%; Europe, 31%; Asia, 2%; Australia, 4%; Africa, < 1%), were urban rather than rural (97.3% vs 2.7%) and the outcomes of most studies did not match the conceptual level of the original problem motivating the research (e.g. increasing globalisation demands). These patterns of research and knowledge development highlight areas in need of more attention. Such research could lead to valuable new information for organisation researchers and policy makers to utilise in order to improve the quality of workers' lives in all parts of the world.

The application of traditional and organisational network analysis approaches to an Australian army context

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This paper discusses the methods that were used to examine the Australian Army's capacity to improve their social and organisational learning. Defence Science and Technology Organisation (DSTO) scientists applied traditional and exploratory quantitative methods, such as organisational network analysis

(ONA), to gain a better understanding of Army's current culture and beliefs about learning, and their formal and informal work interactions. This study adopted a multifaceted approach to identify multiple levels within the organisation (individual, workgroup and organisation) and multiple domains (cognitive, social and cultural). The questionnaire had three components: first, personnel's attitudes (modified Organisational Commitment Questionnaire) and beliefs about learning, at the individual and organisational level were identified. Second, a rating of the organisational culture (modified Organisational Culture Profile) was obtained. Third, personnel were asked to identify and rate their working networks using three measures: reliability, supportiveness and performance. This paper discusses the strengths and weaknesses of applying ONA and traditional methods to Army. ONA provided a powerful means of analysing relationships within workgroups; relationships that act as 'conduits' for trust and support (characteristics of a learning organisation). However, applying ONA is time-, resource- and expertise-intensive. These methods were used to address Army's aim of becoming a 'learning organisation'.

Job quality and the well-being of working parents and their children

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Employment delivers benefits to families, but some jobs may erode parents' well-being. Are children also affected by their parents' work conditions? The Growing up in Australia is a nationally representative study of children and their families. The sample was restricted to employed parents of 4-5 year old children (n mothers = 2076, n fathers = 2505). Mothers' and fathers' jobs were characterised by the presence or absence of work hour flexibility, access to leave and benefits, job security, and control over workloads and tasks. Multivariate logistic models showed consistent associations between the quality of the job, and parents' well-being. Compared with those with optimal jobs, mothers with the poorest quality jobs had a nearly threefold increase in odds for psychological distress (OR=2.78; 95% CI 1.65-4.69), and fathers had a fourfold increase in odds for psychological

distress (OR=4.61; 95% CI 2.73-7.78). Furthermore, children whose mothers had the poorest quality jobs showed a twofold increase in odds for emotional and behavioural difficulties (OR=2.26; 95% CI 1.39-3.68) compared with children whose mothers had optimal conditions. High quality jobs may maximise both parents' and children's well-being. However, the health costs of poor quality jobs may extend across generations, affecting children's later life chances.

Unravelling the relationship between leader behavioural flexibility and positive employee attitudes

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This research focuses on Leader Behavioural Flexibility (LBF) - "The ability and willingness of leaders to respond in significantly different ways to correspondingly different situational requirements" (Zaccaro, Gilbert, Thor & Mumford, 1991, p.321). The two studies aimed to extend previous research by investigating a number of constructs that may be antecedents, mediators, and/or moderators of the effect of LBF on positive employee attitudes. The relationships were investigated in one quantitative study with 239 employees from a number of organisations, and, in another with 169 employees and five managers from a large health care organisation in Brisbane, Australia. Leader-member exchange was consistently identified as a mediator of the relationship between leader behavioural flexibility and positive employee attitudes. In addition, social intelligence was identified as moderator of the relationship, such that the relationship was stronger for leaders who were high in social intelligence, than for leaders who were low in social intelligence. The research also suggests that leader behavioural flexibility may be positively correlated with structural characteristics such as team size - the larger the team, the greater the need for leader behavioural flexibility. The results are discussed in terms of possible implications for research and practice.

Effects of overcommitment and effort-reward imbalance in clergy burnout

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Extending previous burnout research among Australian clergy that used the Effort-Reward Imbalance model of work stress, this study investigated the moderator and mediator effects of work-related overcommitment in the association between effort-reward imbalance (ERI) and burnout (i.e., exhaustion, cynicism, and reduced professional efficacy) in a sample of N = 73 Lutheran clergy in South Australia. Results of regression analyses showed that overcommitment moderated the ERI-Cynicism association and partially mediated the ERI-Exhaustion and ERI-Cynicism associations. When controlling for negative affectivity (NA), the mediator effects of overcommitment did not hold. Potential conceptual overlap of overcommitment and NA is presented as a reason for this. Overall, the study results suggest that clergy would benefit from burnout intervention that primarily targets the work environment but which also addresses personal characteristics.

Relationships between parental work conditions, parenting styles and children's school achievement

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The purpose of this study is to analyse relationships between parental (dual earner families) work conditions (work tempo, work hours, work conditions) parenting styles (parenting styles and parental involvement), children's task engagement behaviour and school achievement. This study takes into account the demographic changes in Malaysian families as result of urbanisation and industrial economic-based. The study was conducted using survey method approach based on ecology theory and 200 dual earner families as sample. Using path model analysis, the study indicate number of consistent in the relationship between demographic variables, parenting styles and children's task engagement behaviour and school achievement. Effects of mothers and fathers work conditions, parenting styles on children's behaviour and school achievement were about

similar. Overall, parental work conditions (work conditions, work supervision, job promotion), parental authoritarianism, parental authoritativeness, parental involvement, socio-economic status (parental job status, salary, parental education) have strong effects on children's task engagement behaviour and school achievement. Children's task engagement behaviour also found to have strong effect on children's school achievement.

Investigating the role of Machiavellianism orientation and reciprocity wariness on psychological contract type and organisational citizenship behaviours

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In this paper, we examine the role of Machiavellianism (Mach) orientation and reciprocity wariness on psychological contract type and organisational citizenship behaviours (OCBs). It contributes to the literature in two ways: First, we investigate the implications of personality on psychological contract formation. Second, it contributes to a limited number of studies examining the nature and content of psychological contracts and their relationship with employee pro-social behaviours. Data were collected from two samples (teachers and manufacturing employees) in the Philippines. Results showed that high Mach manufacturing employees tend to prefer transactional contracts, while participants from both samples showed that high reciprocity wariness also led to greater preferences for transactional contracts. Furthermore, reciprocity wariness had a negative relationship with relational contract preference for teachers, while Mach had a positive relationship with relational contract preference for manufacturing employees. We also found moderating effects for Mach and reciprocity wariness on the relationship between relational contract preference and OCBs.

Follower mood and leader neuroticism: Implications for leadership performance

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A laboratory study was used to examine the hypothesis that followers' collective mood can influence leader mood and performance. The study involved a leadership exercise where participants assumed leader, follower or observer roles. Leaders (N=48) interacted with confederate followers, who deliberately displayed indicators of positive, neutral or negative mood towards their leader. Observers provided an objective rating of leader mood and performance throughout the activity. Results suggest that followers influenced perceptions of leadership quality. We found that leaders interacting with positive-mood followers experienced more positive mood, and were rated as being more task-effective and expedient in decision-making. Leaders interacting with negative-mood followers were rated as being less effective and less expedient. Results are consistent with other studies, suggesting that positive, as opposed to negative team climates, promote performance within work teams. Additionally, we found that a leader's degree of neuroticism influenced their susceptibility to negative mood, and subsequently, their performance. Leaders who rated themselves as being less emotionally stable were found to be more susceptible towards followers' negative mood, and this susceptibility was associated with lowered task effectiveness. This finding suggests the importance of leader emotional stability in dealing with negative-mood subordinates.

Why do women expatriate less for jobs abroad than men?

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The aim of this study was to advance understanding of gender differences in the antecedents and consequences of the willingness of employees to relocate internationally for a job. A sample of 631 Australian employees with families was surveyed three times over three years. The results showed that employees who had greater personal agency or perceived control regarding expatriating for a job and fewer family

barriers to expatriation were more willing to relocate internationally for a job than others. Family barriers negatively predicted women's willingness to relocate internationally for a job and their search for a job abroad. Having a family more strongly restricted women's willingness to relocate internationally from translating into the search for work abroad than it did men's. In turn, the search for a job abroad predicted expatriation for a job. Overall, the expatriation interests of women with families were least realised in the search for a job abroad and subsequent expatriation. Those of childless single employees (n = 208) were most realised. How gender and the family interact to explain the willingness to expatriate and how the willingness to expatriate translates into job search and subsequently into expatriation for a job were outlined.

Social support and work-related fatigue

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This study aimed to test the hypothesis that the experience of fatigue and the extent of individual and organisational problems would differ systematically according to perceived levels of co-worker and supervisor social support. A questionnaire was developed and used to collect data from 180 workers across a range of occupations and industries. Analyses revealed that fatigue was inversely correlated with social support and positively correlated with adverse individual and organisational circumstances, such as increased accident rates and illness. Multiple logistic regression analysis showed that social support explained a small but significant amount of the variance in fatigue. This study provides support for previous research and suggests that organisations may better manage fatigue and its negative consequences through improved mechanisms of social support.

“I’m just a cog in the wheel”: Worker engagement and burnout in relation to workplace justice, management trustworthiness and areas of worklife

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Previous studies have indicated that burnout and engagement are more associated with the work milieu than individual characteristics of employees. The current study addressed perspectives of 561 respondents to a workplace dynamics survey. It was hypothesised that burnout, measured by the Oldenburg Burnout Inventory (OLBI), and engagement with work, ascertained by the Utrecht Work Engagement Survey (UWES) could be predicted by respondents’ perceptions of their work environments. These were determined by responses to the Areas of Worklife Survey (AWLS), Procedural Justice, Management Trustworthiness and Trust scales. Observed consistencies between two phases of the research, a pen and paper survey for teachers in independent schools in Queensland (n=297) and an online national (Australian) survey targeting workers in a range of industries (n=264) supported their amalgamation in the current study. K-means cluster analysis identified five distinct respondent profiles on the OLBI and the UWES. Subsequent Kruskal-Wallis analyses found significant differences between cluster groups and all other study variables. In addition, visual tracking of patterns of variable distribution indicated clear support for all hypothesised relationships. Finally, an open question asking respondents for their expectations of their work environment found that most respondents had aspirations of management and collegial support in their workplace.

Pushing the ‘teachers’ work wheelbarrow’: Queensland Independent school-teachers and their workload

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The present study seeks to elucidate observed mismatches with workload in teacher respondents to a workplace dynamics survey. Measures used in the research included the Areas

of Worklife Survey (AWLS), which identifies matches or mismatches between the worker and organisation on six areas of worklife, the Oldenburg Burnout Inventory (OLBI), and the Utrecht Work Engagement Scale (UWES). Two hundred and ninety eight teachers from independent schools in Queensland, Australia were surveyed. One sample t tests revealed respondents reported significantly higher matches in the control, community, fairness and values areas of worklife than previously surveyed populations, whereas they reported no difference in reward, and significantly more mismatch with workload. Respondents reported significantly higher levels than previously established norms on the OLBI dimension of exhaustion, but similar levels of disengagement. Responses to the UWES revealed significantly higher dedication and absorption and lower vigor than previously established norms. In addition, respondents reported working long hours in order to fulfill all obligations. Respondent comments augmented quantitative data findings and demonstrated that teachers working independent schools in Queensland have reached a level of workload that is unsustainable and which constitutes a serious risk to their mental and physical health.

The role of clinical psychology in the law enforcement workplace

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This paper will explore the relevance of clinical psychology in a law enforcement workplace. Psychologists working in these environments are required to perform a wide range of duties, broadly categorisable into two main functions; organisational and clinical. As law enforcement agencies such as the Australian Federal Police (AFP) employ expanding teams of psychologists to provide a seemingly ever-increasing array of psychological services, psychologists are being required to be more flexible and adaptable in their skill sets - and even in their identity within their profession - as ever before. Working both domestically and overseas, clinical psychologists in the AFP are required to apply their range of skills in situations and environments not traditionally considered the norm for clinicians. Issues explored by this paper will include; what is the relevance of clinical psychology within an essentially healthy, high functioning population?

What are the clinical aspects of the psychologist's role in a law enforcement organisation such as the AFP, and what challenges and opportunities does this present for the clinician. Indeed, are clinician's best suited to performing these roles or would other specialists perhaps be better suited? These issues will be elucidated through the use of actual experiences of the presenter as a clinical psychologist within the multidisciplinary 'Wellbeing Services' team in the AFP.

A multilevel study of the effect of emotional skills on communication performance

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Recent research suggests it is useful to adopt a multilevel approach when examining the impact of individual emotional skills on team effectiveness. In this study a multilevel model was developed and tested to explore how individual team members' emotional skills influence their communication effectiveness and appropriateness. Data were collected from 127 student participants involved in 37 project teams, whose work culminated in a performance task after 8 weeks. Self-report emotional skill ratings were obtained in the first two weeks of the study. Four emotional skills were assessed: awareness of own and others' emotions, and management of own and others' emotions. Peer ratings of team members' communication effectiveness and communication appropriateness over the 8 weeks were collected directly after completion of the performance task. Hierarchical linear modeling analyses revealed that individual-level awareness of others' emotions influenced individual-level communication effectiveness. Team-level emotional skills were found to influence ratings of individual-level communication effectiveness (management of own emotions, awareness of others' emotions, management of others' emotions) and individual-level communication appropriateness (management of others' emotions). In addition, team-level management of others' emotions was related with both team-level communication appropriateness and effectiveness. Implications for practice are discussed and future research directions are identified.

A new approach: studying relational leadership at multiple levels

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Following special issue journals on meso-modeling and multi-level perspectives in *Leadership Quarterly* in 1995 and 2007, respectively, there has been an upsurge in the application of multi-level approaches to the study of leadership. This is because leadership does not exist in vacuum but it is inherently multilevel in nature, manifesting from level of the dyad, to teams, and to the level of the organisation. Therefore, the use of multi-level approaches to study leadership is a significant development in organisational research that offers new dimensions to our understanding of individual and team issues. In particular, leader-member exchange (LMX) theory focuses on levels of analysis, advocating the implications of dyadic exchange relationships at work. Recent research suggests that interpersonal relationships between leaders, subordinates and co-workers, constitute a shared social network that operates in teams and organisations. Researchers have also highlighted the importance of studying how LMX relationships influence individual work attitudes and behaviour in larger collectives of workgroups. In this presentation, we advocate studying relational leadership using multi-level analyses, by developing and testing a multi-level model of exchange relationships within teams. We hope our presentation will motivate researchers to consider how multi-level approaches can be applied in their own leadership research endeavours.

High pressure, low resources = fertile soil for bad behaviour

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It goes without saying that bad behaviour by employees at work has detrimental effects on other employees and on organisations. The escalation of conflict into prolonged bullying is a particularly severe form of bad behaviour, so much so that bullying has been labelled the

'cancer' of the workplace. Many stakeholders thus have an interest in understanding bullying and other forms of bad behaviour in order to prevent them. Using contemporary work stress models as a theoretical framework, the present research investigates the predictive role of the psychosocial work environment in enabling bullying to occur. In particular, the links between job demands, job resources, conflict, and bullying are examined. Cross-sectional and longitudinal data will be presented to illustrate how high demands and low resources provide a fertile ground for conflict and bullying. In addition, observer reports provide a source of triangulation with which to validate victim perceptions. Implications for job design, resource allocation, and managing relationship and task conflict will be highlighted.

Psychological support to overseas law enforcement missions

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This paper will examine the range of issues related to the psychological wellbeing of AFP personnel deployed to overseas missions. In particular it will discuss the range of psychological and general welfare support available in missions such as the Solomon Islands, East Timor and the Sudan. In all deployments AFP members are faced with a range of personal, professional and psychological challenges, many of which are unique to the deployment environment(s). For example, what constitutes a critical incident in such remote workplaces and how are they to be managed? How does the risk or threat assessment also impact the support provided to individuals in such workplaces? What is a risk assessment? How is follow-up organised and managed for the member impacted by their deployment, both in mission and once they return to Australia? Broader HR issues will also be examined, with an emphasis on reintegration, management advice and family welfare support. Finally, the paper will present some preliminary findings from post deployment screens, examining any differences that appear to exist either within or between the various missions.

The predictive validity of ability, integrity and personality measures in safety critical roles

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This study examined the relationships between ability, integrity, and personality measures and individual's safety perceptions in a sample of 111 supervisors working in safety critical roles in the New Zealand electricity and gas industry. The NEO-PIR measure of personality and the Personnel Reaction Blank integrity test were used alongside several EAS ability tests. Previous research had found safety perceptions are predictive of accident rates and individuals were given a short questionnaire about their safety perceptions and attitudes. It was found that those with more desirable safety perceptions had significantly higher scores on the verbal reasoning test, integrity test, and the Conscientiousness domain and facet scales on the NEO-PIR. In addition, more desirable safety perceptions were also significantly correlated with two facet scores from the Agreeableness domain and negatively correlated with four facet scores from the Neuroticism domain. The results are in line with previous research that the use of personality measures in selection of personnel in safety critical roles may be beneficial to improving safety records in the industry.

Engaging the mature-aged workforce

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Australia's population is ageing and with it the workforce. This is producing social, political and economic challenges. An increasing pool of retirees is contributing to a skills shortage and placing demands on government resources. Increasing the participation rate of mature-aged workers may address these challenges and have benefits for the individual, such as improvement in health and well-being. The aims of this research were to identify management practices that drive employee engagement amongst mature-aged workers and to ascertain whether these differ to those that drive engagement of younger workers. The data, analysed from organisational climate surveys completed by 9437 employees across 896 organisations, indicated that there are some minor

differences between the drivers of engagement for employees aged 20-29 years of age compared to those employees 50 years or older. Career opportunities and performance appraisal appear to be less important for older workers, while role clarity and resources are more important. Rewards and recognition are significant drivers of engagement for both older and younger workers. Work/life balance was one of the least significant drivers for all age groups. Consistent with previous research, older workers report higher levels of engagement, implying there may be benefits for employers by employing older workers.

Cultural differences in the workplace: a study of Anglo-Saxon and Asian migrant workers

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The composition of the Australian workforce is becoming increasingly diverse. However, despite the majority of Australian managers having growing awareness of diversity issues, very few make diversity management a priority. Research has consistently demonstrated that values, norms and rules differ across cultural groups. One aspect in which Anglo-Australian values and tradition differ from those of Asian countries is in the individualism-collectivism dimension. Therefore, the aim of the current study was to investigate differences in the levels of individualism and collectivism between Asian migrants and Anglo-Australians workers. Ninety participants including 42 Anglo-Saxon and 48 Asian migrant workers completed the Individualism and Collectivism Scale. The findings show that Asian migrants expressed a significantly higher level of vertical collectivism than Anglo Australians, however, there were no such differences in horizontal individualism. The findings have implications for organisations to understand differences in cultural values among workers to better manage the workplace.

The impact of perceived breach and fulfilment of the psychological contract of safety on employee attitudes and behaviour

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The present study investigated the positive and negative outcomes associated with breach and fulfilment of the psychological contract of safety of 424 health care workers. The psychological contract of safety is the beliefs of individuals about reciprocal safety obligations inferred from implicit or explicit promises. Structural equation modelling was used to develop a core model of safety to test the direction of the relationships between employer breach of obligations, employee fulfilment of obligations and trust, safety climate and safety behaviour. Following slight modification of the hypothesised core model, a good fitting model resulted. Trust in the employer significantly influenced perceived employer breach of safety obligations with lowered trust resulting in higher perceptions of breach. Perceptions of employer breach significantly impacted employee fulfilment of safety obligations with high perceptions of breach resulting in low employee fulfilment of obligations. Both trust and breach significantly influenced safety attitudes, but not safety behaviour. Alternatively, fulfilment of employee safety obligations significantly impacted safety behaviour, but not safety attitudes. The impact of injury was investigated in a second model with direct paths to trust and employer breach of obligations. As expected, being injured in the workplace lowered perceptions of trust and increased perceptions of breach.

Breach and fulfilment of the psychological contract: Comparing Australian and Malaysian nurses

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Psychological contracts are the employees' perception about the exchange relationship with their employer. Psychological contract breach occurs when the employee perceives a discrepancy between what they believe they were promised by their employer and what they have in fact received, termed employer breach. The extent to which the employee meets their

obligations to the organisation is termed employee fulfilment. The present study investigated the relationship between employer breach and employee fulfilment of obligations and the outcome variables of trust, organisational citizenship behaviour and intention to remain with a comparable sample of Australian and Malaysian nurses. The relationship between the psychological contract and two other social exchange constructs, perceived organisational support and leader-member exchange, was also investigated. Regression analyses indicated that employer breach of obligations had a negative relationship with trust, perceived organisational support and leader-member exchange for both the Australian and Malaysian sample of nurses. Employee fulfilment of obligations was found to have a positive relationship with organisational citizenship behaviour in both samples of nurses. In the Malaysian sample neither employer breach of obligations nor employee fulfilment of obligations had an impact on intention to remain. Findings are discussed with reference to past research and the implications for future research.

Reward and recognition: An IT professional services case study

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This professional doctorate research project measured the impact of the implementation of a reward and recognition strategy on: staff attitudes - affective commitment, job satisfaction, intention to stay, organisational citizen behaviour (self); staff behaviours - organisational citizen behaviour (organisation), individual overall job performance; organisational effectiveness - absenteeism, voluntary turnover, staff productivity (as a % of capacity), operating expense/ employee, revenue/ employee; and organisational performance - profitability, revenue growth. An IT professional services organisation was used in a one group pre-test post-test time series design with two staff surveys administered prior to the intervention and two surveys administered post intervention, with each survey administered six months apart. Organisational data was also collected throughout the project. Whilst there was a significant alignment of reward with organisational goals, the focus on rewarding performance resulted in a short-term decline in organisational citizen

behaviour and in the organisational value. Interestingly there was also a decrease in the importance of knowledge & innovation and career development and enhancement. This research indicates the need to ensure that a focus on organisational financial performance (at the detriment of everything else) does not lead to a decline in staff attitudes or behaviours (staff engagement).

The development and psychometric evaluation of a new trait-based and abilities-based measure of emotional intelligence

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The aim of this study has been to develop new trait-based and abilities-based measures of "emotional intelligence" (EI), and comprehensively evaluate their psychometric properties. For the performance-based measure of EI, a new scoring approach was devised termed confidence scoring. There was good evidence for internal reliability, and factorial validity of the self-report measure of EI. The instrument converged with a measure of empathy, was distinguishable (in the main) from the Big Five and was incrementally predictive of GPA, stress, and loneliness but not general well-being. When the performance-based measure of EI was consensually scored, the scale yielded poor to good internal reliability levels, and a good factor structure but only once redundant test items were deleted. Consensually derived answers converged with two measures of cognitive ability, was distinguishable from the Big Five, and incrementally predicted GPA, stress, loneliness, and general well-being. Where the performance-based measure of EI was scored according to confidence levels, the results revealed an instrument that had excellent reliability, and reasonable factorial validity. Confidence scores were significantly correlated with empathy; both measures of cognitive ability; and exhibited discriminant validity in relation to the Big Five. In addition, confidence scores were incrementally predictive of loneliness and general well-being.

Assessing website usability on the basis of cognitive load theory

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This experiment tested predictions derived from Cognitive Load Theory that websites which require greater cognitive load for processing are more difficult to use. In a within-subjects design, 60 participants were presented with four health insurance websites, each rated as requiring either low or high cognitive load to process. The design of the experiment was a 2x(2) factorial with repeated measures. The participants were asked to find information about health insurance for a fictional couple on each website. The order of presentation of the websites was counterbalanced. Participants rated the websites on three aspects of usability: ease (effectiveness), time and effort (efficiency), and global satisfaction. Participants' intent to return to or purchase from the websites was also assessed. The hypotheses were confirmed, such that the low cognitive load websites were rated as more effective, more efficient and slightly more satisfying to negotiate than the high cognitive load websites. And when a website was rated as easiest to use by a participant, that website was more likely to be selected for purchases, but not for intention to return.

Personality and measured intelligence: Facet and composite level analyses using the Occupational Personality Questionnaire (OPQ)

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Intelligence has been found to be positively correlated with Openness to Experience and Emotional Stability, negatively correlated with Conscientiousness, and occasionally correlated with Extroversion. Facet analyses offer further insights into the Big Five personality-intelligence relationships.. This exploratory study examines personality-intelligence relationships using the Occupational Personality Questionnaire and measures of abstract, verbal and numerical reasoning, and g. In a sample of 1,250 job applicants, the relationship between intelligence and personality was assessed at three levels:

individual OPQ scale, and Big Five facet scale and composite scale (trait) levels. At the individual scale level, Data Rational (enjoying working with data) has a moderate positive relationship with each of the ability tests, particularly numerical reasoning ($r = .40$, $p < .005$). Facet scales for Conscientiousness and Openness to Experience have moderate relationships with g (Mult R = .38 and .23 respectively), with beta coefficients mostly in the expected directions. Trait level correlations are generally weak. The limitations of the study and implications for understanding test taker behaviour, the interpretation of ability test scores in occupational settings, and the use of facet rather than trait-level analysis are discussed.

Hardiness in South Australian farmers: Moderator or mediator?

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This research investigated the role of hardiness in the relationship between stressors and distress in South Australian farmers. The participants were 164 male farmers from the Far Northern and Upper Northern regions, which had been experiencing a severe drought. The sample were obtained from the Orroroo and Carrieton District Council's Telephone directory and were sent a mail out inviting them to participate in the study. The farmers completed a self-report questionnaire with scales of farm stress, the General Health Questionnaire, and the Hardiness Scale of Bartone et al. (1989) which conceptualises hardiness as a multidimensional construct with three components: commitment, challenge, and control. Multiple regression analyses showed that hardiness was neither a significant moderator nor mediator, although this may have been partly due to low reliabilities, but it did have main effects on distress ($p < .01$). Other findings included that the weather was the greatest source of stress. Further fine-grained research is recommended in order to devise effective interventions to reduce negative health outcomes for farmers.

**Pushing the 'teachers' work wheelbarrow':
Queensland Independent school-teachers and
their workload**

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There is an imperative to attract, retain and develop talented managers for business survival, yet little rigorous longitudinal research exists in this domain. This research conducted two studies investigating the role of individual and human resource factors on intention to leave and suitability for promotion. The study integrated theories of human resource development, individual differences and succession management. Specifically, the research assessed the impact of individual development experiences and supervisor support as mediators of the relationship between proactive personality and the outcomes of intention to leave and suitability for promotion. Study 1 surveyed 148 senior managers focusing on the outcome of intention to leave. Study 2, conducted 18 months later, produced a sample of 69 common participant evaluated by their managers in terms of suitability for promotion. Contrary to expectations, no mediation effect and no impact of proactive personality on the study outcomes was found. Significant results were found in that career development was related to intention to leave, and career related supervisor support had a direct effect on intention to leave and suitability for promotion. Findings were interpreted to illustrate the complexity of the interaction among individual and contextual variables on human resource outcomes. Future research and practical implications are discussed.

**Employee engagement: Determining the
influence of leaders' emotional intelligence and
transformational style**

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Each year companies spend substantial dollars on employee surveys and leader development. The topics of engagement and emotional intelligence are high on the list of such expenditure. This study explored the relationship between leaders' emotional intelligence, transformational leadership style and leader

effectiveness (staff satisfaction, organisational commitment, and performance). These latter constructs may also be conceptualised as engagement. Data were collected from a total of 189 (31 leader, 158 followers) participants and subject to regression analyses. The findings failed to support that leaders' total emotional intelligence was related to transformational leadership. However, there was a positive relationship between facets of emotional intelligence and facets of transformational leadership, which is explored further. When assessing leadership effectiveness (engagement), the emotional intelligence of leaders was not significantly related to any of the measures, though a leader's transformational leadership was positively related to staff satisfaction and organisational commitment. The overall lack of a significant relationship between leaders' emotional intelligence and their leadership effectiveness expressed as engagement - is contrary to arguments proposed by advocates of emotional intelligence in research and practice. The findings have implications for future work and contribute to the body of knowledge of the role of emotional intelligence in leadership effectiveness.

**Developing leadership talent to lead
transformational change; a multidimensional
science practice approach to building
competitive edge**

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This session gives participants and unique opportunity to link science and practice in leadership development. You will take a journey along longitudinal intervention designed to create cultural transformation and build effective supporting formal systems to create and sustain a climate for leadership development and high performance. In a time of unprecedented change, there is aggressive competition among organisations for market share and underpinning this is a 'war for talent.' Top performing individuals have a secure future, moving from one business to another and increasing their personal reputation as well as salary. So can the average company compete to retain leadership talent at a time of limited supply and high demand and a massively changing demographic mix? The old

cherries of I/O psych still stand, ie supervisor support, effective leadership, trust and access to resources. However, more structure is needed for companies to attract, retain and maximise the performance of individual and that structure should be based on good science as well as practice. Further, we need to draw on the knowledge of other disciplines. Though companies invest highly in leadership development, the scientific rationale and justification for such programs are debatable. Congruent with Avolio's call for targeted leadership interventions and measuring outcomes, this session presents a program designed to both create and sustain and climate for leadership development and high performance that does not depend on only one champion. We share the learnings and challenges and will provide participants with lively debate and discussion and a set of useful tools, findings and concepts from latest research for working with businesses undergoing such transformation.

Occupational stress in Australian university staff: Results from a longitudinal study

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Longitudinal data are presented from two waves of a national survey investigating occupational stress in Australian university staff. More than 900 participants were identified from 13 universities who responded in both 2000 and 2004. There were significant increases in both psychological strain, as measured by the GHQ 12, and work-home conflict, as well as significant declines in job satisfaction and trust in Heads of Departments/Schools. On the other hand, there were also some positive changes. For example, there were significant increases in job involvement, autonomy, procedural fairness, and trust in senior management. There were no changes in organisational commitment, work pressure, or job insecurity. Attrition analyses revealed few significant differences between the stayers and the dropouts. The negative results are interpreted in the light of increased pressures on Australian public universities by the Commonwealth government in recent years. The positive results are interpreted in terms of organisational interventions implemented by Vice

Chancellors based on recommendations made following the results of the first survey.

Evaluation of a bullying intervention: Intentions to use an organisational complaints procedure using two social cognitive models of behavioural change

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This paper presents the results of an evaluation of a workplace bullying intervention implemented in the Department for Correctional Services (DCS), Adelaide, Australia. The primary aim of the intervention was to facilitate an increase in knowledge and understanding of the effects of bullying, and to encourage early and informal reporting of bullying using the Department for Correctional Services' complaints process. In an exploratory analysis, two social cognitive models of behaviour change, the Theory of Planned Behaviour and Bandura's (1995) Self-Efficacy Theory were used to evaluate the effectiveness of the intervention. Participants were 158 correctional services staff employed at various prison locations throughout South Australia. Results indicated that almost 60% of participants intended to use the complaints process to deal with future incidents of bullying. A multiple regression analysis revealed that attitudes toward the complaints process, and self-efficacy accounted for 16 percent of the variance on intentions to use the complaints process. It is argued that bullying interventions would benefit from exploring the use of social cognitive models as they not only provide a theoretical basis for designing interventions and predicting behaviour change but they can also assist in identifying critical impediments to the successful implementation of bullying interventions.

Predictors of workers' compensation claims for psychological injury in an Australian case-control study

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The Australian workers' compensation system means that workers suffering from acute or

chronic work-related stress have to apply for leave and treatment costs under the category of "psychological injury". Little is known about the predictors of such claims, but from first principles one might expect psychological vulnerability to be a characteristic of workers who lodge psychological injury claims. In a large longitudinal study of white-collar workers, those who subsequently made a workers' compensation claim for psychological injury ($n = 17$) could be retrospectively compared with matched controls, using the case-control methodology. No differences were found in indicators of psychological vulnerability. Rather, characteristics of the work environment particularly relating to procedural justice differentiated cases from controls. The management and research implications are discussed.

Investigating optimal span of control: The impact of supervisory structure on work area effectiveness

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Span of control, defined as the number of employees reporting to a supervisor, is a central component of work area structure and has implications for the efficiency and effectiveness of work units and organisations. However, while there has been much discussion in the literature of the respective advantages of broad and narrow spans of control, there is only limited empirical research on the relationship between span of control and work area effectiveness. This paper contributes to the existing body of work on span of control by describing an applied investigation into optimal span of control in a large public sector organisation. Qualitative and quantitative data were collected from supervisors and their subordinates in 40 work teams. The main finding was that broader spans of control were negatively related to perceptions of team effectiveness. Further analysis showed that, in teams with broader spans of control, particular supervisory tasks were performed sub-optimally. A final analysis that focused on indirect reporting arrangements suggested that the negative impact of broader span of control at the level of the base team had a flow-on effect to 'managers-once-removed'. The approach taken to integrating findings from the qualitative and quantitative

analyses into a recommendation for an optimal span of control is discussed.

The role of peer reflection in enhancing university student learning and performance

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Recent organisational research has shown that Reflective learning, defined as the internal process of examining and clarifying knowledge gleaned from experience, is positively associated with management skills, job satisfaction, and professional-awareness. As a result, companies such as AT&T, Pepsi Co, Black Rock and the Commonwealth Bank have instituted reflective workplace practices. Given the value of reflective learning within the workplace, we examined whether we could bring forward reflective skills in university students via a reflective learning tool. The current study examined the relationship between peer reflection with approach to learning and academic performance in 171 students from first year macroeconomics. A quasi-field experiment was conducted with pre-test and post-test measures that compared a group of students ($n=107$) using the peer-assisted tool and a group who did not use the tool ($n = 64$). Participation in peer-assisted reflective learning was associated with better overall performance in the subject. Students who participated in peer-assisted reflection demonstrated a stronger endorsement of a deep approach to learning and a weaker endorsement of a surface approach to learning than students who did not participate in peer reflection. The need to facilitate the skill of reflective learning in students before they enter the workplace will be discussed.

The squeaky wheel: a cautionary tale on the evolution of a workplace grievance

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With WorkChoices legislation having been in place for some time now, the new Australian industrial relations landscape has seen some things change but many features remain the same. The current law regarding the intersection between legitimate performance management or dismissal in some cases and grievance activity (particularly bullying and equal opportunity

complaints) is stated clearly enough. However, in practice this remains an extremely difficult and ambiguous area of employee relations. When the issues of harassment or bullying, performance management, absenteeism and a stress claim all collide, many practitioners as well as the individuals themselves are left wondering how it all came to this? Based on extensive complaint experience involving investigations or mediations, Tanya will describe some representative case presentations and progressions and address the following questions: Which came first, performance problems or the perceived harassment/bullying? Can these issues really be kept separate? Do current complaint systems assist the parties to resolve the matter? Can improvements be made at the organisational level to provide circuit breakers to the typical progression and enhance the resolution process and outcomes for all parties – including the rest of the team?

Reactance Against Strongly Favourable Statistics: Integrating Heuristic-Systematic Model (HSM) and Social Judgment Theory (SJT)

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The current study employs Heuristic-Systematic Model (HSM) and Social Judgment Theory (SJT) in understanding persuasion by strongly favourable train punctuality statistics (99.5% on time). HSM suggests that if the message recipients use more heuristic cues when judging the strongly favourable train punctuality statistics, increases in heuristic processing will induce more favourable attitude change. On the other hand, message recipients' motivation and prior knowledge about train services are positively related to the extent to which they engage in systematic processing. Therefore, the attitude change of message recipients with more prior train services knowledge or more motivated about train punctuality will be more strongly affected by systematic processing. According to SJT, the position where the strongly favourable train punctuality statistics fall on one attitude continuum determines one's amount of assimilation or contrast and in turn attitude changes towards train services. It is expected that a message recipient with a well-established

attitude about train punctuality will have a wider latitude of rejection such that the strongly favourable train punctuality statistic is likely to induce a boomerang effect (i.e., a contrast) towards train services. These propositions are tested as a structural equation mode.

The moderating roles of personality traits and person-environment fits in emotional labor

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The phenomenon of emotional labor can be conceptualised as a three-stage process, including the antecedents, emotion regulation strategies, and the consequences. Although the relationships among these stages have been reported in the literature, the moderating roles of individual differences on these relationships have received little research attention. In this study, we examine the relationships among perceived organisational display rules (as the antecedents), surface acting and deep acting (as the emotional regulation strategies); and burnout and physical symptoms (as the consequences) among Chinese employees in Hong Kong. We also examine the moderating roles of four personality variables (i.e., extraversion, neuroticism, conscientiousness, and agreeableness), and two person-environment fit variables (i.e., person-job fit and person-organisation fit) on both the relationships between the antecedent and emotion regulation and the relationships between emotion regulation and the consequences. Another contribution of the present study is the use of multi-raters to measure burnout and physical symptoms. Both the participants and one of their significant others are asked to rate the participants on these measures. Results of this study are expected to advance our understanding of emotional labor and provide practical implications on employee selections and trainings.

Generational differences in personality and motivation: Do they exist and what are the implications for the workplace?

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There has been a recent proliferation in 'popular' literature highlighting the

importance of managing generational differences in the workplace, with a focus on managing "Gen Y". Specifically, the literature emphasises the need to attend to generational differences in order to avoid miscommunication and conflict in organisations. Building on previous research into generational differences, this exploratory study examined whether differences in personality and motivational drivers truly exist in the Australian workplace across different generations. Using the Occupational Personality Questionnaire (OPQ32) and the Motivation Questionnaire (MQ) as measures of personality and motivational values respectively, the study examined differences in employees of moderate to large Australian organisations, classified into three groups: Baby Boomers, Gen X's and Gen Y's. Results indicate that generational differences in motivational drivers are evident, particularly in areas such as power, responsibility and affiliation. Clear differences are also found between Generation Y and Baby Boomers in relation to personal preferences. For some of the personality traits, while significant differences were observed, the observed pattern of results is contrary to that hypothesised in the research. Conclusions, practical implications for managing employees in the workplace and suggestions for future research are discussed.

Clarifying the barriers to flexible work: A revision of the flexible work options questionnaire

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This paper presents the results of a study conducted to examine the psychometric properties of a revised version of the Flexible Work Options Questionnaire (FWOQ), a 12 item scale developed by Albion (2004) to measure workers' attitudes to the use of flexible work options. After noting inconsistencies in the dimensionality of the FWOQ, Albion (2004) suggested several possible adaptations to improve the psychometric properties of the instrument. In an attempt to address Albion's original concerns regarding the dimensionality of the FWOQ and possible response biases, a revised version of the FWOQ was developed including additional items and a number of reworded FWOQ items. The revised scale was administered to employees of a Western Australian government agency (n = 623)

as part of a wider survey designed to gather information on flexible work options and employee retention. The dimensionality of the revised scale was then tested using exploratory factor analysis. Results indicated that the revised scale possessed good psychometric properties. Implications of the study results for theory and practice are discussed including other possible predictors of flexible work option use and further use of the scale.

Loneliness in employees

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Loneliness is a word that makes most of us feel uneasy. It conjures up a person who lacks self-confidence and is unable to meaningfully connect with others on an emotional or social level. When discussed in the context of the workplace the word loneliness tends to make us feel even more uneasy. Perhaps this is why loneliness in employees has received relatively little attention in the literature. The research surrounding loneliness tends to focus almost exclusively on personality as the primary determinant of the experience, and largely ignores the workplace as a potential trigger. This presentation queries this and argues that it is important to also investigate how the organisational environment influences the experience of loneliness. In doing so, consideration is given to both the ways in which the individual appraises and interprets their social environment, and also the ways in which the organisational environment operates on the individual. In this presentation, both qualitative and quantitative data demonstrate that while there are individual differences in the experience of loneliness, they do not overshadow the importance of environmental factors, such as organisational climate and occupational characteristics.

Multicultural personality: Performance and strain of Chinese managers

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The objective of the present study is to explore the relationship between multicultural personality and performance, strain of native

managers in mainland China. The participants were 185 managers from government, private companies and joint ventures in Shanghai, China, and 56.8% were male, 91.3% were between 25-35 years old, and 62.4% had no any experience to go abroad. The Multicultural Personality Questionnaire Chinese version with 91-item was used. The reliability alpha of five subscales of MPQ was following: Cultural empathy (.82), Open-mindedness (.86), Social initiative (.75), Emotional stability (.78), Flexibility (.66). The correlation matrix showed that four subscales related positively and significantly with work performance, but not flexibility; four subscales related negatively and significantly with psychological strain, but not flexibility; and only two subscales --Emotional Stability and Flexibility -- related with physical strain negative significantly. The regression analysis results (controlled sex and age) showed that four dimensions of multicultural personality could predict work performance: cultural empathy ($\beta = .19+$), Social initiative ($\beta = .29^{**}$), Emotional stability ($\beta = .23^{**}$), and Flexibility ($\beta = -.22^{**}$); only Emotional stability could predict strain, for psychological strain, $\beta = -.65^{***}$, for physical strain, $\beta = -.33^{***}$. The conclusion indicates that MPQ can be used in selection and training for the Chinese expatriates in the future after more specific fitting in Chinese culture.

The effectiveness of occupational stress management intervention: A meta-analytic study

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Stress management interventions (SMIs) have been commonly used to combat occupational stress. Over the past decades, there were several reviews and meta-analysis about the effectiveness of SMIs. However, owing to the poor methodology in some studies conducted in the early years, inconsistent findings were often reported. In addition, factors affecting the effectiveness of SMIs have not been explored in these reviews. The present meta-analysis was designed to investigate the effectiveness of SMI with studies of pretest-posttest random assignment design SMIs. Moreover, the moderating effects of operational characteristics such as presence vs. absence of identification of personal stress, the coping only vs. multiple components of the

programs content, the distributed vs. massed distribution of the intervention sessions and the time interval of outcome measurement will be examined. A total of 51 studies were collected. Meta-analytic results indicate that SMIs are generally effective. Results indicate that SMIs with identification of stressors, multiple components and massed practice are more effective. Moreover, outcome measurements immediate after the SMIs were associated with larger effect size. These findings have important implications for those who design SMI for the working population.

Dynamic interactive effects of goal orientation dimensions on task performance

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Goal orientation is a multi-dimensional construct that reflects the ways individuals define and conceptualise their goals in achievement contexts and is recognised as an important motivational construct in organisational psychology. Little research has focused on the potential interactions among goal orientation dimensions, particularly in dynamic achievement environments. This study tested the dynamic interactive effects of a three-factor goal orientation model on task performance. One hundred and two undergraduate participants completed a self-report trait goal orientation measure and performed a computer-based ATC task. Analyses were conducted using hierarchical linear modelling. Results generally supported the hypotheses, derived from resource allocation theory. Performance-approach orientation, reflecting a desire to outperform others, was positively related to task performance by the end of practice. Interactions between performance-avoid orientation (reflecting a desire to avoid performing worse than others) and both learning and performance-approach orientations emerged by the end of practice. The negative effect of performance-avoid orientation was stronger for individuals with high learning orientation. However, high performance-approach orientation buffered these maladaptive effects, with the negative effect of performance-avoid orientation only evident for individuals with low performance-approach orientation. These results suggest that goal orientations can interact to

impact on skill acquisition, and should be considered when arranging training.

Mentor-protégé perceptions of values similarity: The role of values congruency on mentoring functions

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This paper introduces a theoretical model that integrates the concepts of cultural values and mentoring in an academic context. Mentoring has been shown to have positive outcomes for mentors and protégés within industry in both private and not-for profit organisations. However, little work has been done to see if the benefits of mentoring transfer to the academic environment. Previous research has also shown that race is an antecedent factor affecting the success of the mentoring relationship. However, insufficient research has been performed on why and how race affects the relationship between a mentor and a protégé. This current model proposes that race affects a mentoring relationship by contributing to the degree of values congruency between the mentoring pair. The new theoretical model is based on the premise that individual's interpersonal processes (e.g. interpersonal comfort), intrapersonal processes (e.g. attributional confidence), and interaction patterns (e.g. communication quality) are influenced by underlying values. These interpersonal processes, intrapersonal processes and interaction patterns will, in turn, influence the success of the mentoring relationship. This new model is an important contribution to the literature given the increasing practice of mentoring relationships in organisations and

academia as well as the rise of student-supervision relationships that are now composed of national and international mixes. The conference presentation will discuss suggestions for future researchers to use this model in their organisational psychology research and practice.

Exploring the mediating role of attribution in corporate social responsibility

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This study proposed attribution as the mediator of the relationship between Corporate Social Responsibility (CSR) activities and consumer response, which was operationalised as three dimensions of affective, cognitive and behavioural responses. We hypothesised that consumers who attribute the company's CSR activity to non-self-serving reasons will have (a) higher level of trust to the corporate; (b) form more favourable attitude toward the organisation; and (c) engage in more purchasing behaviour. A questionnaire survey was administered to 192 university students. Results showed that attribution does affect level of trust and attitude towards the organisations, but it does not increase purchasing behaviour. Besides, we hypothesised that six factors affected consumer attributions, namely: distinctiveness, consensus, consistency, amount of promotion, amount of benefit, and amount of cost of the CSR activities. We found that in addition to the classic Kelley's (1971) attribution model (i.e., distinctiveness, consensus and consistency), respondents were more likely to attribute a CSR activity as altruistic as the cost of the CSR activity increased.